

City of Lodi

# Central City Revitalization Program


## Concept Development Phase

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**City of Lodi**

# **Central City Revitalization Program**

## **Concept Development Phase**

Prepared for the City of Lodi by  
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*Ford's Carnival*

*from Henry Thompson photo*

*City of Los Angeles*





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## ACKNOWLEDGEMENTS





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*Chapter I*

# ORIENTATION



# ORIENTATION

## Background

The purpose of the Central City Revitalization Program is to ensure that dramatic economic and physical improvement occurs in the historic central area of Lodi. The program is designed to promote substantial, visible results right at the beginning of the revitalization effort, and to maintain a high level of City commitment and momentum until the Central City begins to attract a proper share of private investment on its own. This document represents the completion of the planning phase of the revitalization effort, describing what the community intends to accomplish and how its resources should be invested.

The Central City is Lodi's "old town," where its original commercial areas and neighborhoods were established. It consists of three distinct yet interrelated districts -- Downtown, the East Side Neighborhood, and the Cherokee Lane Corridor. Each district retains the qualities that make Lodi one of the Central Valley's most desirable cities. However, over the last fifteen to twenty years investment has shifted to the City's newer areas, and the Central City area has experienced a decline in investment, property maintenance, and relative property values. With its historic buildings and concentration of civic facilities, Downtown Lodi holds a special significance for the community. The image of a city is often associated with the character of its Downtown, and a principal goal of the Revitalization Strategy is to restore the pride and charm that characterized Downtown and the surrounding Central City in the area's heyday, while offering the kinds of new businesses and services that are in tune with today's residents.

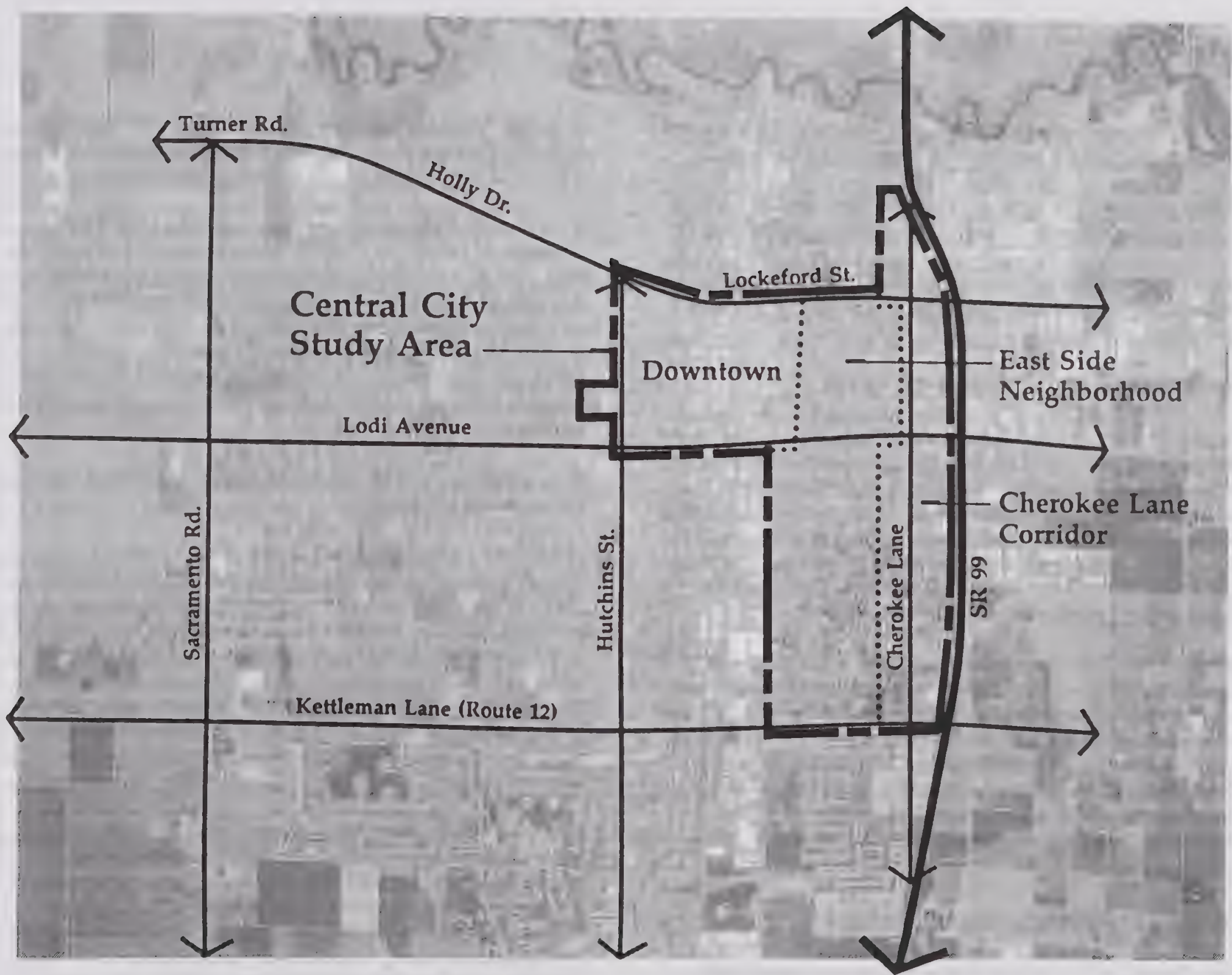
In a number of ways, the Central City is well-positioned to experience a renaissance: Highway connections to Sacramento and the Bay Area continue to improve. A Downtown Transit Center is planned. Housing is attractive and affordable, particularly compared to the inner Bay Area. Downtown has the historic, pedestrian-oriented character needed to support the "socializing" types of businesses that are the backbone of a revitalized downtown; i.e. restaurants, cafes, and specialty goods and services. The Revitalization Program builds on these existing strengths to encourage private sector investment in the Central City and, in the process, bring Lodi back to Downtown.

## Program Overview

The Central City Revitalization Program describes a course of action that will result in the revitalization of Downtown, the Cherokee Lane corridor, and The East Side Neighborhood. There are four types of Program recommendations:

1. **Revitalization Strategy** - Revitalization Objectives are outlined in Chapter II. Specific revitalization policies and recommendations for City-sponsored actions are provided for each of the three districts.
2. **Public Improvements** - Public improvements targeted to "set the stage" for new investment are defined. Costs and financing options are summarized in Chapter VI.
3. **Incentive Programs** - Recommendations and projected costs for a Business Recruitment & Relocation Program, Design Assistance Program, Downtown Marketing





CONTEXT MAP



Program, and other programs that will help "kick-start" a renaissance in Downtown are described in Chapter III.

4. **Next Steps** - The highest priority actions needed to start the revitalization process are summarized in Chapter VII.

Appendices to the document contain background data, analyses, and summaries of the community input generated throughout the process.

## **The Revitalization Planning Process**

The decision-making process that resulted in this document's recommendations was community-driven, and the purpose of the various programs, actions, and projects outlined herein is to implement a shared community vision. This vision was developed through a series of community workshops and City Council Study Sessions in which various options for Downtown were reviewed and discussed; see "Community Participation Summary," below.

Based on this information a concrete set of Program Goals were formulated and a detailed Revitalization Strategy was developed to achieve them. Revitalization Strategy objectives are outlined in Chapter II. More specific policies for each of the three districts are contained in Chapters III, IV, and V. The Revitalization Program contains a combination of recommended policy changes, capital improvements, and implementation programs designed to guide public and private actions.

## **Community Participation Summary**

The planning and concept design process was organized around a series of workshops involving the community-at-large, the City Council, Planning Commission, and City Staff.

In each workshop, participants provided direction to City staff and the consultant team regarding the purpose and content of the next stage of program development.

A total of six Community Workshops, three City Staff workshops, three City Council Study Sessions, and one Planning Commission Study Session were held. Community Workshops lasted between two-and-a-half and four hours, and were well attended; attendance ranged from 100 to 165. Decision-making reflected informal consensus through discussion rather than vote-taking. Workshops and Study Sessions were all publicly noticed and conducted in public buildings.

The content and results of the six Community Workshops are summarized below:

*Workshop #1: Hutchins Street Square; April 7, 1994;*  
Participants broke into groups representing the Central City's three subdistrict areas: Downtown, Cherokee Lane, and the East Side Neighborhood. Problems, opportunities, and recommendations for the district were identified, discussed, listed and prioritized according to their importance. Participants reassembled and a spokesperson for each of the groups summarized the most important issues that needed to be addressed in the Revitalization Program for each subdistrict.

*Workshop #2: Hutchins Street Square; April 21, 1994;*  
Initial Revitalization Objectives, Policies, and designs for public improvements for the three districts were presented for review and discussion. Items related to Downtown included development of a new Transit Center, streetscape improvements along School Street, and creation of a "Post Office Square" catalyst revitalization project area. Items related to the East Side Neighborhood included expanded



code enforcement and support for home ownership. Items related to Cherokee Lane included a streetscape design for new medians, street lighting, and street trees with a strong Central Valley character. Consensus was to approve recommendations in concept subject to later refinements.

*Workshop #3: Parks and Recreation Annex; June 6, 1994;* The Workshop focused on recommendations for Cherokee Lane. The Concept Design for the street was presented in detail. Key issues related to visibility of frontage businesses, effect of proposed medians on turning movements, type and location of street lighting, and costs and financing. Consensus was to support the Concept Design subject to additional refinements related to u-turn locations and traffic signals, and the ultimate share of construction and maintenance costs to be borne by area landowners and businesses.

*Workshop #4: Hutchins Street Square; July 13, 1994;* The Workshop focused on recommendations for Downtown. Concept designs for the Post Office Square area and the Transit Center, policies for Downtown parking, and programs for Downtown business improvement were addressed. Consensus support was established for the Post Office Square and business improvement programs, subject to recommended financing approaches and negotiations with the Postal Service regarding site improvements and parking relocation. Elements of the recommended parking program that did achieve consensus -- e.g. a 30 minute parking limit on School Street -- were subsequently eliminated.

*Workshop #5: Hutchins Street Square; August 2, 1994;* This Workshop was added to the process to address the effect of proposed Cherokee Lane medians on left turns and access to frontage businesses. Tradeoffs were discussed -- e.g. median vs. no median -- and possibilities for allowing u-turns at unsignalized intersections. Consensus support was established, provided the Design Concept was modified to allow u-turns at all median openings, and requirements of the City's sign ordinance loosened to allow increased visibility of signs.

*Workshop #6: Hutchins Street Square; August 30, 1994;* This Workshop was added to the process to address funding alternatives for proposed Downtown and Cherokee Lane projects and programs. Consensus support was reached for a minimum \$3.5 million program, with assessment districts and business license fees recommended as the primary financing tools.







*Chapter II*

**CENTRAL CITY REVITALIZATION STRATEGY**



# REVITALIZATION STRATEGY

Downtown, the East Side Neighborhood, and Cherokee Lane each have their own unique conditions and issues. However, the three districts are linked geographically and functionally. What occurs in one affects the others. As illustrated by the "Revitalization Objectives" diagram on the following page, the overall Central City Revitalization Strategy is:

*"Invest Appropriately in Each District to Create Benefits in Adjacent Districts."*

Revitalization of Downtown will make the East Side Neighborhood a more desirable area in which to live, and bolster land values there. Improvement of conditions in the East Side Neighborhood will support investment in Downtown. As the gateway to Lodi, revitalization of Cherokee Lane will support investment in both of the other districts.

Revitalization Objectives for each of the three districts are summarized below; assessments of existing conditions and detailed revitalization policies for each district are contained in subsequent Chapters. City-wide Objectives and Policies that support revitalization of the Central City follow the Objectives for the three districts.

## Downtown Revitalization Objectives

Objectives for Downtown address the need to redefine and refocus the district's economic and social role:

1. Promote Downtown Specialty Retail, Restaurant, Entertainment and Cultural Uses.
2. Enhance the Visual Character and Identity of Downtown.

3. Focus Public Investment to Create an Attractive Pedestrian Environment.
4. Tap the Potential of the Transit Station and Adjacent SP Lands to Stimulate Private Investment in the Center of the District.
5. Establish Incentives to Encourage Reinvestment in Existing Businesses and Buildings.
6. Initiate a Downtown Directional and Entrances Sign Program.

## East Side Neighborhood Revitalization Objectives

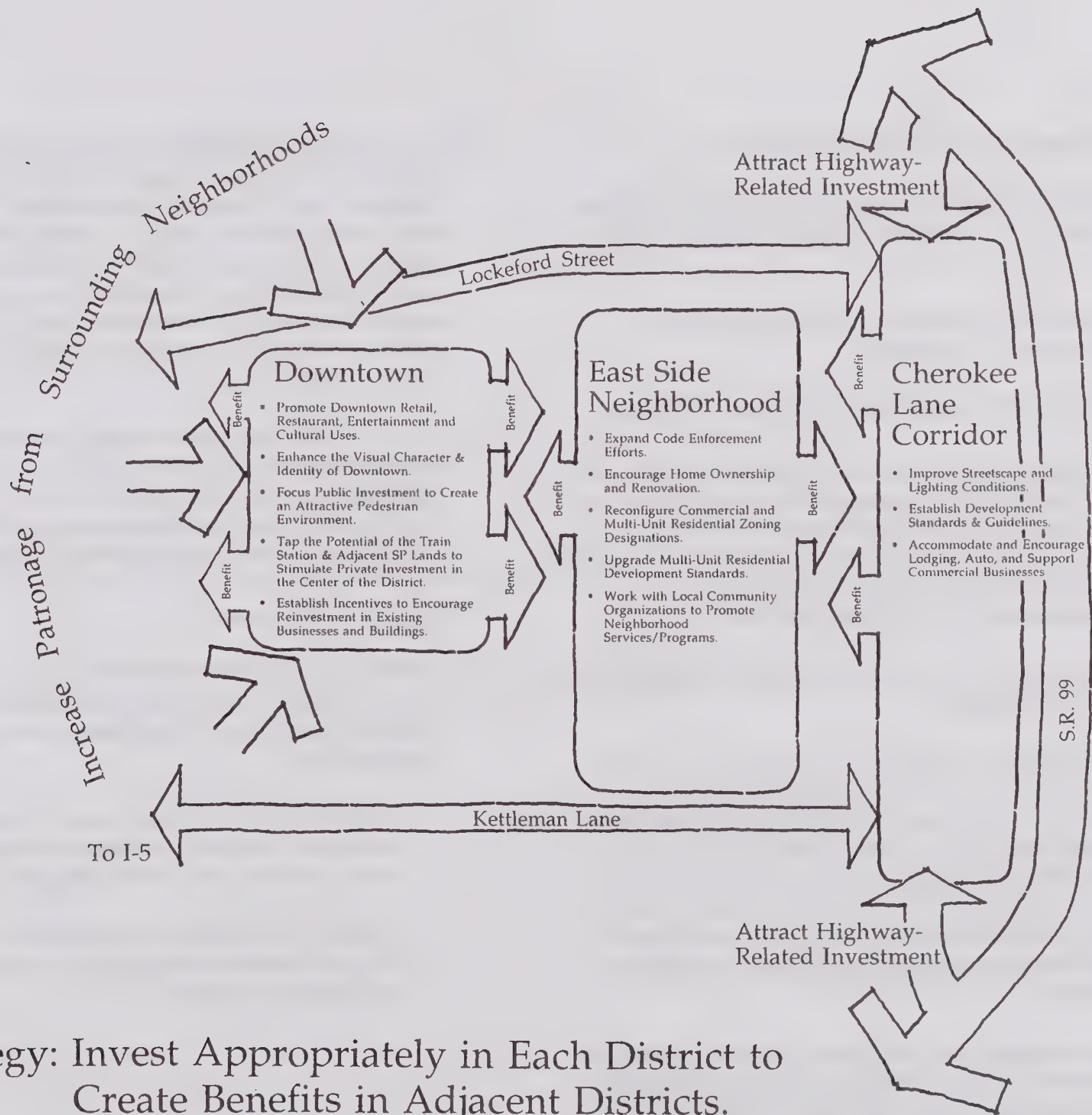
Objectives for the East Side Neighborhood address the need to stabilize property values and enhance the area as a family-oriented residential environment.

1. Expand Code Enforcement Efforts.
2. Encourage Home Ownership and Renovation.
3. Reconfigure Commercial and Multi-Unit Residential Development Standards.
4. Work with Local Community Organizations to Promote Neighborhood Services and Programs.

## Cherokee Lane Revitalization Objectives

Objectives for Cherokee Lane address the need for the corridor to be an attractive gateway to the City and build on its base of highway-related commercial businesses.





Strategy: Invest Appropriately in Each District to Create Benefits in Adjacent Districts.

DOWNTOWN LODI

## REVITALIZATION OBJECTIVES



1. Improve Streetscape and Lighting Conditions.
2. Establish Development Standards and Design Guidelines that Improve the Appearance of Buildings and Businesses.
3. Accommodate and Encourage Lodging, Auto, and Support Commercial Businesses.

### Supporting City-Wide Objectives and Policies

The Objectives and policies focus on protecting the integrity of the Central City's three districts and allowing Downtown to remain a viable commercial environment. They also address the need for the City to program its various commercial areas so that each accommodates the mix of businesses most appropriate for its relative location.

1. Establish regional centers that complement rather than compete with Downtown.
  - a. Establish land use policies that promote the healthy coexistence of regional and neighborhood retail centers. Protect the more fragile neighborhood retail centers by limiting the types of uses that may locate (or relocate) in the regional centers to those that are regional in character. This will allow the City to support the continued development of regional retail centers without damaging neighborhood centers and Downtown.
  - b. Explore strategies and programs to tap the potential of businesses such as Wal-Mart, Target, K-Mart, Orchard Supply, and other "big-box" retailers to enlarge the customer base for downtown.

2. Direct office development to the areas that will benefit the City and preserve residential neighborhood quality. Establish policy initiatives that prohibit further conversion of single-family homes to office use. This will preserve the quality of Lodi's residential neighborhoods and prevent leakage of crucial office space from Downtown. The Planning Commission and City Council have adopted a resolution down-zoning in specified downtown neighborhoods.

3. Preserve the economic viability of downtown and other neighborhood commercial centers - avoid over-building retail development. To avoid spreading the market for retail uses too thin, consider putting a freeze on the development of new neighborhood commercial centers; this is not meant to include "mom-and-pop" corner retail in appropriate areas.

4. Work with local business and property owners to develop a plan to focus City and private resources on the transformation of the identity and reputation of the Central City.
  - a. Use the community workshop process to develop community-initiated program objectives and community review of all basic program concepts.
  - b. Set up a public-private partnership to share Central City revitalization program costs between the City and property owners.



*Chapter III*

**DOWNTOWN LODI**



# DOWNTOWN LODI

## Existing Conditions

### "Two Downtowns"

Downtown Lodi is generally regarded as the area bounded by Lockeford Street on the north, Lodi Avenue on the south, the westerly frontage of Church Street on the west, and Sacramento Street and the Southern Pacific Railroad on the east. It is indicated as "Downtown #1" on the "Existing Conditions" map on the following page. It has a land area of approximately 40 acres, and includes approximately 400,000 square feet of first floor commercial space. Historic buildings and storefront commercial development are concentrated along School Street.

East of the railroad is a smaller commercial area extending along the frontages of Main and Pine Streets. It is indicated as "Downtown #2" on the "Existing Conditions" graphic. It is approximately 15 acres in area and contains approximately 110,000 square feet of first floor commercial space. Main Street was Lodi's first commercial street. However, today rents and property conditions are significantly lower than they are west of the railroad tracks.

The two commercial areas were bound by the railroad in the days when it was the focus of commerce and activity. They formed a single, large, Downtown district. Cars, trucks, and planes have replaced trains for shipping people and goods, however, and today the rail corridor is almost devoid of commercial activity. As illustrated by the "Existing Conditions" graphic, it is a "no man's land" that separates the two commercial areas.

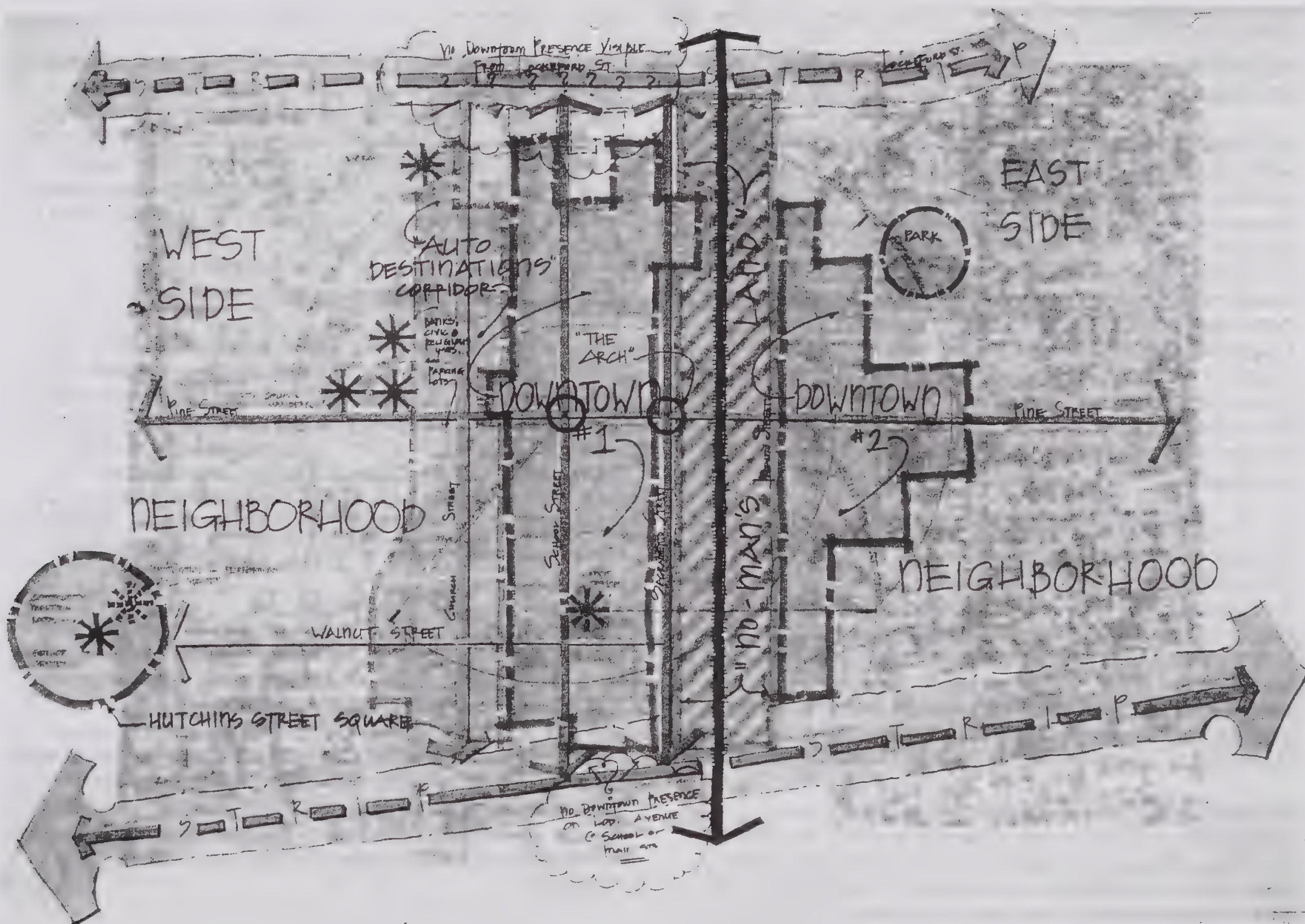
Neither of the "two Downtowns" is a strong commercial environment. Rents are low, especially when compared to the shopping centers concentrated along Kettleman Lane. The only national businesses Downtown are the "Lyon's" and "Pizza Hut" restaurants on Lodi Avenue; "Long's" is located on School Street just south of Lodi Avenue. Some businesses are located Downtown out of a commitment to the district as the historic center of the community. However, many are there because the rents are low. The appearance of a number of Downtown's buildings, the quality of window displays, and the general level of activity indicate that Downtown is currently not the most desirable place in Lodi to operate a business.

### School Street

The most active commercial frontages in Downtown are located along School Street. Attractive older brick and masonry buildings, many two stories or more in height, line the street. The architectural detailing of windows, cornices, roof parapets, incised-lettering panels, tile storefronts, and other features of these buildings is one of Downtown's most memorable characteristics. Most notable are the Old Hotel Lodi and the Solomon Building. Pine Street is a major east-west cross-street that bisects School Street. Commercial buildings extend from Pleasant Avenue on the west to Washington Street on the east, and are concentrated between Church and Sacramento Streets.

School Street's traditional main street character breaks down adjacent to Lockeford Street on the north and Lodi Avenue on the south. Both streets are crosstown arterials and they exhibit the characteristics of typical commercial strips; e.g. fast-food and other "chain" types of businesses, buildings set back from the street behind parking lots, pole-mounted signs of various shapes and sizes located along the frontage. It is





DOWNTOWN LODI  
EXISTING CONDITIONS



easy to drive past Downtown on either street and not notice the district at all.

The School Street/Church Street commercial area includes Lodi's most important landmarks and civic and cultural facilities. These include the main Post Office, City Hall and the Civic Center, the Library, and the Lodi train station; City Hall and the Carnegie Forum (Council Chambers) are both on the State Historic Buildings Inventory. The "Lodi Arch" is located on Pine Street adjacent to the railroad station. It is a portal that marks the eastern edge of the district and is Downtown's most well-known landmark. Hutchins Street Square, a renovated school, is located on Hutchins Street at the terminus of Walnut Street, four blocks west of School Street. It contains a senior citizens center, community meeting rooms, and is proposed for construction of a performing arts theater.

The Post Office is one of School Street's principal attractions, bringing residents and others to Downtown who might not otherwise visit the district. However, the Post Office parking lot at the corner of Oak Street creates a hole in School Street's otherwise consistent commercial frontage. It is out of character with Downtown's main street qualities, and is the kind of "dead space" that is never created in shopping centers, malls, or successful downtowns. Across from the parking lot is an attractive commercial frontage that includes the vacant Woolworth's and J.C. Penney's buildings.

Sidewalks along School Street are wide enough to be comfortable and the paving surface is generally in good condition. However, overall streetscape conditions along School Street are not up to the quality of the buildings. The trees located in some of the blocks are dense and dark and make buildings difficult to see. The concrete "turret" planters at the street corners look "tacked-on" and do not reflect the

historic qualities of the district. Furnishings, such as benches and trash receptacles, are located intermittently, are not particularly attractive, and do not reflect a common design theme. Lighting is more appropriate for an arterial than for a pedestrian-oriented commercial street; tall, "cobra-head" poles and high pressure sodium luminaires give the street a seedy, yellowish appearance at night; poles are not wired to accommodate holiday lighting.

### **Sacramento and Church Streets**

Sacramento Street parallels School Street one block to the east. The easterly frontage is vacant for the most part, with scattered auto-related and light industrial businesses adjacent to the railroad right-of-way. A multi-modal Transit Center is planned for the site by the City. Storefront commercial buildings are located along the westerly frontage and are concentrated in the three blocks between Oak Street on the south and Locust Street on the north. Bars, liquor stores, and the homeless shelter contribute to the pattern of disinvestment.

Church Street parallels School Street one block to the west. As noted by the "Existing Conditions" graphic on the following page, it is an "auto destinations" corridor that supports Downtown. The easterly frontage is lined by public and private parking lots that serve the School Street frontage, drive-in banks and ATM machines, and scattered commercial businesses. The westerly frontage includes a number of churches, most notably St. Anne's at the corner of Walnut Street. It also provides access to Downtown's most important civic facilities, including the City Hall, Civic Center, and Library.





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DOWNTOWN LODI

# EXISTING DEVELOPMENT PATTERNS



## Adjacent Neighborhoods

To the west of Downtown is a large, predominantly single-family, residential area referred to as the "West Side Neighborhood." It is one of Lodi's older neighborhoods and it contains tree-lined streets and many attractive older homes. Residential property values in the West Side Neighborhood are among the City's highest. To the east of Downtown is another relatively large residential area, referred to as the "East Side Neighborhood." It is also one of Lodi's older neighborhoods, but homes are significantly more modest than they are in the West Side. The bungalows that characterize the area have been displaced by apartment buildings that are, in some instances, poorly managed and maintained. Property values in the East Side Neighborhood are significantly lower than they are in the West Side Neighborhood. Both neighborhoods are within a 5-10 minute walk from Downtown. The East Side Neighborhood is discussed in more detail in Chapter V.

## Revitalization Strategy

The Revitalization Objectives and Policies listed below are part of a strategy to reshape Downtown as an economic and social environment, and in the process recast the community's image of the district. Downtown must make the most of its historic, pedestrian-oriented character, the attraction of its civic facilities, and its future role as the City's transit/commuter hub. The Objectives below are prioritized according to their ability to stimulate interest and investment in the district. Some involve capital improvements, others are programmatic, requiring actions rather than physical construction. The strategy is illustrated by the "Revitalization Strategy" diagram on the following page. Catalyst Projects #1, #2, and #3 are described in more detail later in the Chapter.

1. **Catalyst Project #1: Initiate dramatic short-term change by focusing on a small area with high visibility and a strong likelihood of success:** Focus initial revitalization efforts and resources on activities and investments that will achieve maximum short-term impact on the economic and physical condition of Downtown. Efforts should be focused on the area surrounding the Post Office - currently the portion of Downtown with the most promise to touch off a renaissance in the district.
  - a. *Post Office Square* - Replace the surface parking lot on School Street with an attractive public open space that will function as the "Heart of Downtown". The new town square should be designed to project a memorable image while providing a comfortable haven for pedestrians. A fountain would be an ideal central feature. Replacement parking for the Post Office must be provided along with any additional improvements necessary to promote the continued viability of the Post Office as downtown's most important landmark and key anchor use.
  - b. *Woolworth and J.C. Penney Buildings* - Make the most of these ideal opportunity sites for new investment. Aggressively pursue large, single-use tenants that can bring increased patronage to the downtown and function as catalysts for revitalization of the district.
  - c. *Connection to the Transit Center* - promote the continued development and re-use of buildings along Oak Street to provide a continuous frontage of ground-level activity-generating uses between Post Office Square and a new Downtown Transit Center.







2. **Catalyst Project #2: Promote the concentration of retail, restaurant, service and entertainment uses in a compact cluster in the center of Downtown.**

- a. *Revise public policies as needed.* Revise all policies that discourage investment in a compact Downtown Core and/or promote a diffuse, auto-oriented patterns of retail development. The "Planning Areas" map on the following page illustrates the recommended land use pattern for the greater Downtown area.
- b. *Consolidate a specialty and convenience retail market niche for Downtown.* Complement rather than compete with regional retail centers, and provide goods and services that are a good fit with the demographic profile of the community.

- (1) *Strengthen the Convenience Retail and Service Niche.* Target business relocation efforts to consolidate stores that provide essential goods and services for businesses and residents in the Central City.
- (2) *"Kick-start" the Specialty Retail and Services Niche.* Target business recruitment activities toward businesses that are most likely to reflect existing demand and can capitalize upon the pedestrian-oriented character of the district. Lodi's demographic profile suggests that the potential might be greatest in market segments that provide goods and services oriented to families with an emphasis on eateries.

- c. *Establish incentive and finance programs to encourage reinvestment in existing businesses and buildings.*

- (1) Establish a *Business Recruitment Fund* to promote the location of successful new businesses in Downtown Lodi.

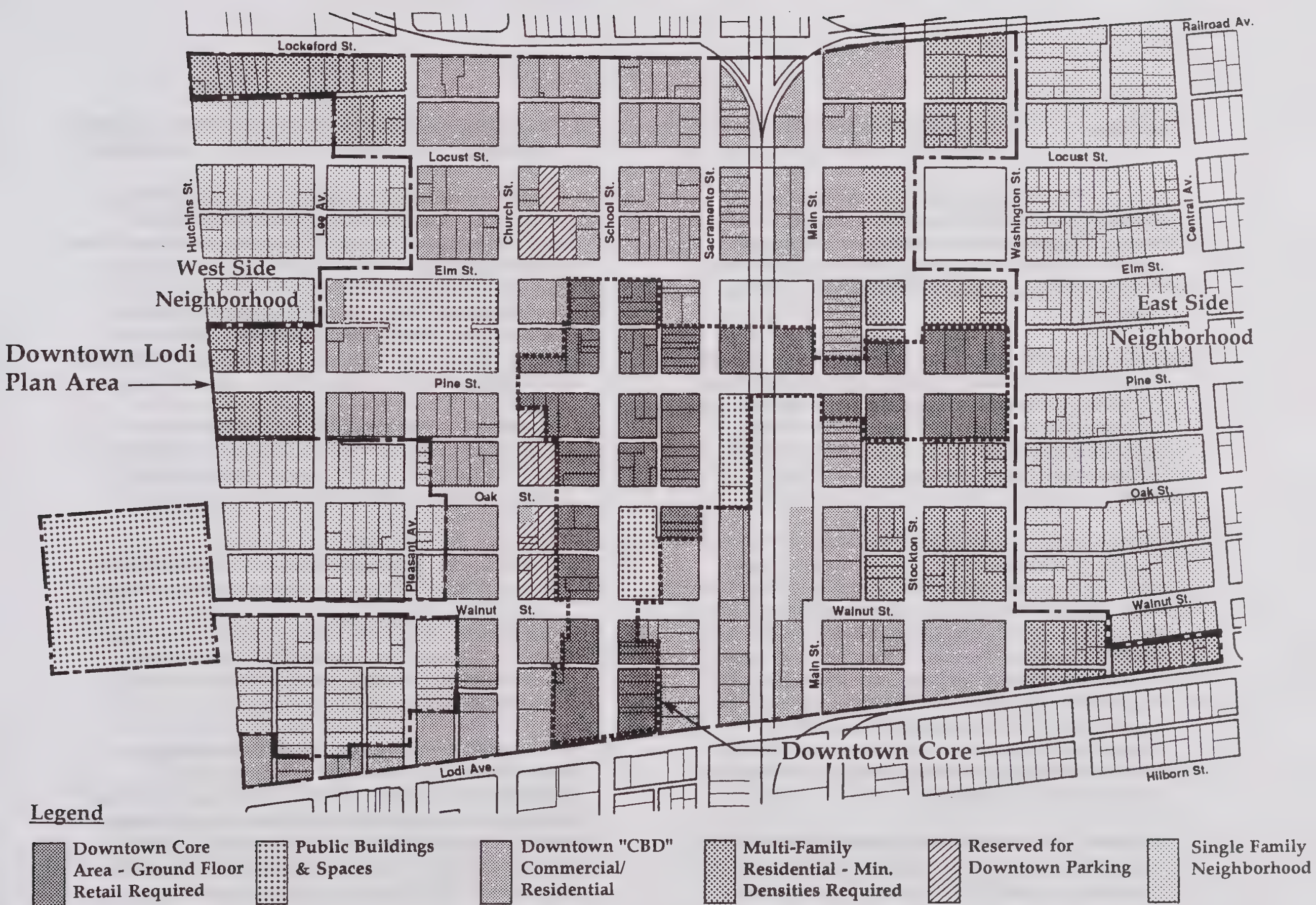
- (2) Establish a *Business Relocation Program* to fund and facilitate the relocation of existing businesses to more beneficial locations within the Downtown Core.

- (3) Establish a *Design Assistance Program* to promote reinvestment in existing buildings in the Downtown Core.

3. **Catalyst Project #3: Tap the potential of the downtown multi-modal transit center project to stimulate private investment.** Prepare a master plan for the short-term and medium-term revitalization of the railroad corridor lands bounded by Sacramento Street, Elm Street, Main Street and Lodi Avenue. Focus short-term efforts on transforming the segment between Pine and Oak Streets from a "no-man's land" that severs Downtown in two, into an attractive arrival gateway to the City.

- a. *Prominent Transit Center Location & Design* - In order to enhance the visibility of the transit center from other parts of the district, locate the waiting areas for the Intra-City Bus Service, Dial-A-Ride, and the Greyhound Depot adjacent to the visual terminus of Oak Street.
- b. *Cluster of modal transfer, waiting shelters and station building entrance* - Cluster all drop-off, bus transfer, shuttle stop, or other para-transit facilities in a central location at the front door of the station building with visibility to downtown shops. The master plan should detail the location and design of parking





DOWNTOWN LODI

# DOWNTOWN PLANNING AREAS



downtown. Parking areas should not cut the transit center off from Downtown.

- c. *Inter- and Intra-City Bus Service and Dial-A-Ride* - Position the inter-City bus service stop and ancillary shelter, route maps and related information in a prominent position adjacent to the front door of the train station and with good visibility of Downtown's shops.
- d. *Pine Street Infill* - Establish Pine Street as Downtown's central east-west artery by filling in the gap between Main and Sacramento Streets with revenue producing development and "ancillary" transit center uses. Establish a continuous and attractive frontage of ground-level, activity-generating uses along Pine Street.
- e. *"Unearth" historic Main Street and Sacramento Street frontages* - Purchase and demolish the warehouse structure between the railroad tracks and Main Street (north of Oak Street) for additional transit center and customer parking. Integrate the design of this space with the design of the transit center and associated facilities to create an attractive public green space in the center of Downtown. Treat the space in a way that highlights its enclosure on three sides by the historic frontages of Main and Sacramento Streets, and the new structures along the north side of Pine Street (see item d, above).
- f. *Pedestrian connections across the tracks* - As part of the redeveloped central area, establish pedestrian greenways across the tracks at Oak and Walnut Streets.

g. *In the longer term, support the development of a passenger rail terminal and rail service at the Oak Street terminus.*

- 4. **Downtown's strongest assets are its public buildings and facilities.** The City Hall, Library, Post Office, Hutchins Street Square and the forthcoming Downtown Transit Center offer a wide variety of public services, infuse the district with patrons, enhance the employment base of the district, and establish Downtown's identity as the Heart of the Community. One of the most important keys to the revitalization of the district is to build upon and enhance this aspect of Downtown.
  - a. Locate new public buildings in the downtown whenever possible to enhance Downtown's identity as the Heart of the City, and to benefit from the additional patronage and larger employee base.
  - b. Promote the performing arts theater at Hutchins Street Square as the centerpiece of Downtown's revitalized identity as a regional entertainment destination. Enhance visual connections along Walnut Street between the Downtown Core and Hutchins Street Square. Advertise events at the performing arts center at major regional retail centers such as the WalMart/Target area.
- 5. **Focus capital investments as available to enhance Downtown's visual character and improve the pedestrian's environment.** This should begin with the physical improvement of School Street. Improvements should include pedestrian-scale street lights, street trees and furnishings, such as benches and trash receptacles, and removal of street-corner concrete planter tubs.



**6. Identify opportunity sites and buildings for larger scale investment.**

- a. Identify opportunity sites for new retail, residential and office development. Opportunity sites include those that are currently vacant or underutilized relative to local property values. Examples include the vacant site at the southwest corner of School and Lockeford Streets, properties along the railroad corridor, and parcels along Locust Street between Main and Stockton Streets.
- b. Explore opportunities for large-scale investment in the reuse of large blocks of historic structures (e.g. factory outlets, large-scale retail development, etc.). Examples include the Woolworth's and Penney's buildings, as well as the westerly frontage of Sacramento Street between Pine and Elm Streets.

**7. Make downtown more visible to passing motorists and easier to find.**

- a. *Enhance Downtown Entries* - Establish development standards for Downtown entry parcels that require storefront development patterns and prominent corner treatments, particularly at the intersections of Lockeford and Lodi Avenues and School, Sacramento, and Main Streets.
- b. *Signage* - Construct attractive signs announcing the location of Downtown at prominent locations around the city - particularly at key locations along Cherokee Lane, Kettleman Lane, and Lodi Avenue.

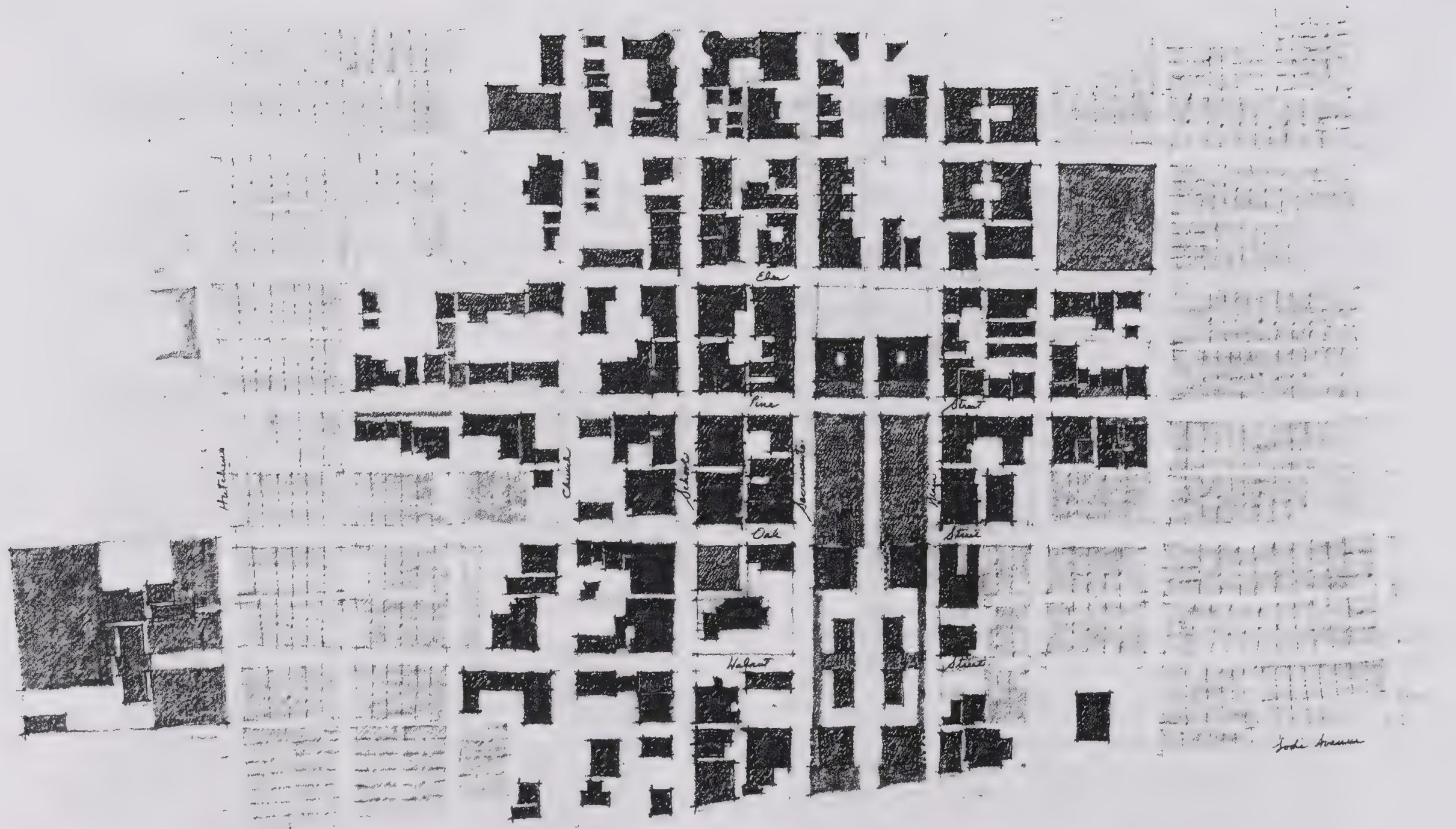
**8. Revise land use and development policies to promote revitalization goals and objectives.**

- a. Revise existing land use and parking policies that condition the pattern of development within and adjacent to the district. Existing zoning requirements should be augmented or replaced by new development standards that address conditions specific to Downtown Lodi.
- b. Establish policies that support the creation of a single identifiable Downtown Core in which retail use is required for all ground floor space.
- c. Adopt design guidelines that build on the existing palette of architectural forms and building materials that predominate in the historic Downtown district.

**9. Make efficient use of the Downtown parking supply.**

- a. Establish 2-hour parking limits in Downtown Core public parking lots. An initial consensus recommendation for 30-minute parking in high demand locations was dropped from the Program. However, time limits shorter than 2 hours should be considered for selected locations where high-turnover parking spaces are appropriate given adjacent businesses.
- b. Require employees to park in lots outside of the Downtown Core wherever possible. For employee spaces that must be located in the Core, mark the farthest spaces for employee use.





## LEGEND

EXISTING DOWNTOWN BUILDINGS

NEW CONSTRUCTION

PUBLIC BUILDINGS

PUBLIC SPACES

RESIDENTIAL NEIGHBORHOOD AREAS

# DOWNTOWN LODI INFILL DEVELOPMENT OBJECTIVES



- c. To make the most effective use of Downtown parking supplies, establish a program for shared parking in the district, and set new parking requirements that reflect the shared nature of Downtown parking.
- d. Preserve two of the largest parking lots between School and Church Streets for parking in perpetuity. These surface lots may be transformed into public parking structures in the future if demand requires.

#### 10. Create a welcoming attitude toward business.

- a. Investigate opportunities to streamline the development review and approval process.
- b. Consider establishing a full-time Downtown Coordinator position on City Staff to whom all inquiries and proposals for Downtown development would be referred, and who would implement marketing and incentive programs on a daily basis.

### Catalyst Project #1: Post Office Square

The Post Office Square project has three principal elements: (1) develop a "Post Office Square" open space; (2) renovate and reuse the Woolworth's and J.C. Penney buildings, and; (3) improve Oak Street as the primary pedestrian connection between Post Office Square and the proposed Downtown Transit Center.

#### Post Office Square

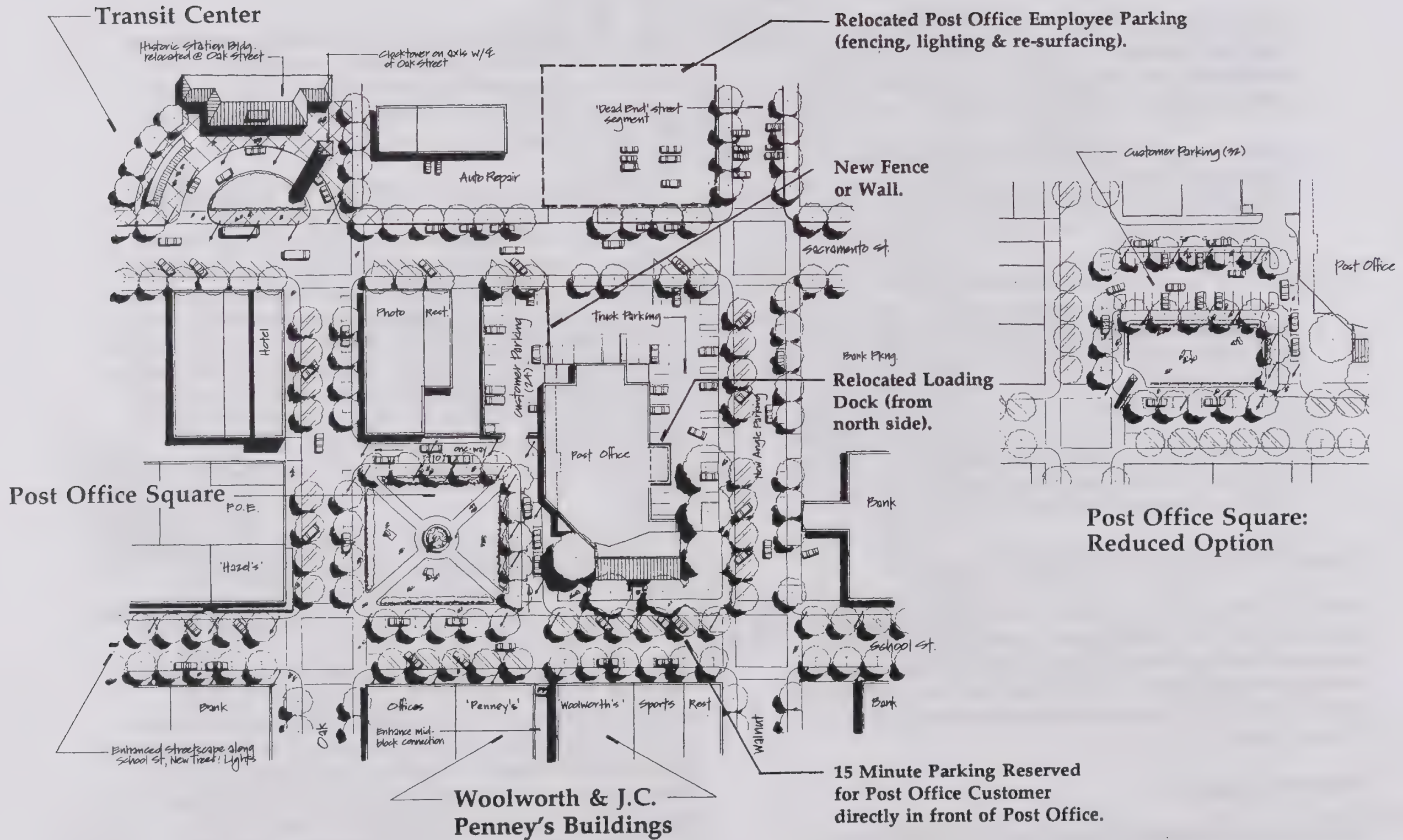
The "Post Office Square" plan on the following page illustrates the recommended approach to reconfiguration of the Post Office site. A public open space, approximately one half acre in size, would be developed adjacent to the southeast

corner of School and Oak Streets. It would be bordered on the east by the existing alley and on the south by a new access drive. The alley and drive would connect to form a loop around the Square, with parallel parking spaces and auto drop-off mailboxes located along the frontage.

The Town Square should be traditional in appearance, in keeping with the character of the Post Office and Downtown's other attractive older buildings. It should be bordered by open-branching deciduous trees and include a memorable landmark, such as a fountain, statue, or pavilion. Shrubs, fencing, and other design elements should be low to maintain visibility and enhance security; the perimeter access drives and roads will also support policing. The illustration following page 13 depicts a longer term scenario in which buildings along Oak Street are renovated and the existing building east of the site is replaced by a new one that provides an active commercial frontage across from the Square.

Existing customer parking, Postal Service vehicle parking, and employee parking would need to be relocated to accommodate the Square. The bulk of existing customer parking -- 24 of the existing 33 spaces -- would be relocated from the corner of School and Oak Streets to the easterly portion of the property, adjacent to Sacramento Street. (The "Reduced Option" plan illustrates a concept in which a smaller open space is developed and customer spaces are provided closer to the building entrance.) The 9 additional spaces needed would be reserved along the School Street frontage. New angle parking spaces would be provided along the northerly frontage of Walnut Street and new parallel parking spaces would be provided along the frontages of the Square. Overall, there would be a net increase of 14 publicly-accessible parking spaces in the area.





DOWNTOWN LODI

# POST OFFICE SQUARE - PLAN



Parking for official Postal Service vehicles and trucks would be shifted from the north of the building to the south of the building; these vehicles would all remain on-site. The north side loading dock would be relocated from the north to the south side of the building. The existing 52 employee parking spaces would need to be provided off-site. The vacant property at the northeast corner of Sacramento and Walnut Streets, combined with the adjacent stub of Walnut Street, directly across Sacramento Street from the Post Office, is the recommended location. This new parking area would be resurfaced and provided with lighting and security fencing.

It is estimated that the cost of these capital improvements will total approximately \$1.75 million. This includes construction of the Square, reconfiguration of on-site parking, relocation of the Post Office loading dock, and land acquisition and improvements for replacement employee parking.

### **Woolworth's and J.C. Penney Buildings**

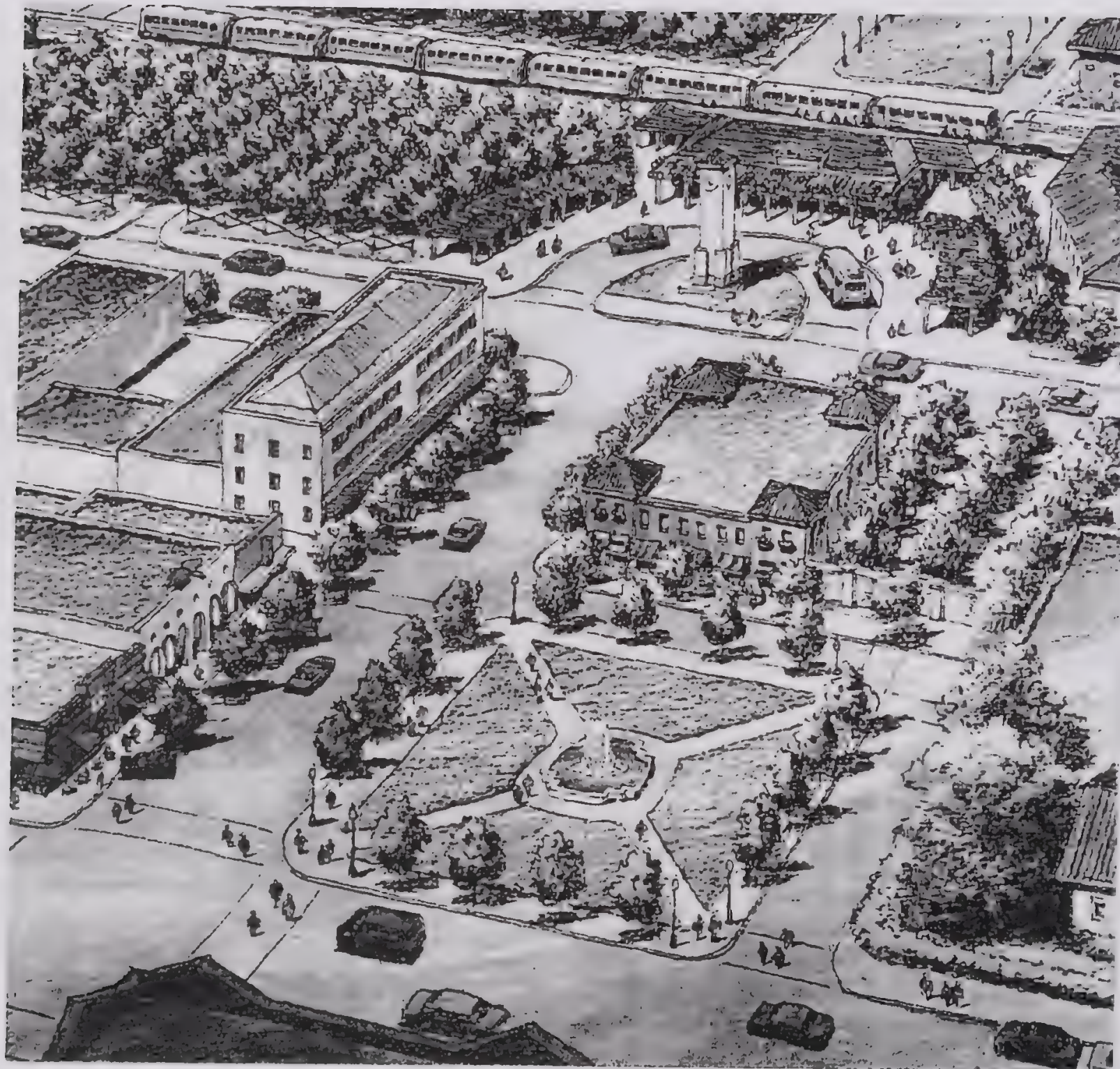
These buildings contain approximately 20,000 s.f. and 28,000 s.f. of floor space, respectively, including second floors, basements, and mezzanines. They anchor the block, and occupying them with new businesses that attract new patrons to Downtown is a key element of the Revitalization Strategy. Subdividing the floor areas into smaller tenant spaces would be an acceptable approach to reuse of the buildings, however businesses that can take advantage of the large building floor plates are preferred. Examples include family-oriented restaurants, brew-pubs serving food, commercial recreation such as health clubs or children's play or education centers, or, depending upon the format, night clubs providing entertainment.

Both buildings have attractive, period facades that should be retained, with complementary new signs, awnings, and/or other appurtenances installed as needed to reflect new tenants. The existing public alley located between the buildings should be improved to encourage pedestrian as well as vehicular movement from rear parking lots to the School Street frontage. Additional lighting, special paving, a protected walking strip, and other amenities should be considered. New windows into the blank facades that line the drive are recommended so that the drive becomes a more visually accessible, secure, and interesting space; murals should also be considered as a means to enhance blank wall surfaces.

### **Oak Street**

A new Downtown Transit Center is planned by the City and County along the easterly side of Sacramento Street, between Pine and Oak Streets. The train station building and bus transfer area should be located adjacent to the terminus of Oak Street. Oak Street would be the principal pedestrian connection between School Street and the Transit Center. It may also be an important vehicular route, given the possibility for shared Post Office and transit drop-off trips. Buildings along the frontage should be renovated to respond to this increased visibility. If the site at the southwest corner of Oak and Sacramento Street is sold or re-developed, a new building should provide tenant entrances, window displays, and an attractive, interesting facade along the Oak Street and Town Square frontages; the illustration on the following page shows a possible new building located on this site. New street trees and pedestrian-scale street lighting should be installed along Oak Street to create a powerful visual link between School Street, the Town Square, and the Transit Center.





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DOWNTOWN LODI  
**POST OFFICE SQUARE**



## Catalyst Project #2: Business Improvement Programs

Business Improvement Programs have two objectives: attract new investment, and encourage reinvestment. The programs focus on the Downtown Core. They may be sponsored by the public or private sectors or a combination of both. Some of the actions described are already being pursued by City staff.

The City of Lodi should establish and fund the following programs for a 10-year period:

1. **Business Recruitment and Relocation Program.** Two kinds of established businesses could be attracted to fill vacancies that occur in Downtown: a) existing businesses in less desirable locations within the community that could be interested in relocating, and; b) successful existing businesses within Lodi or other communities that could be recruited to open another store or office.

The City should recruit "catalyst" businesses through aggressive promotion efforts and financial assistance. Low interest loans could be used as an inducement to help with relocation expenses, start-up lease assistance, and/or renovation costs. Approximately \$200,000 should be budgeted to recruit two to three successful existing businesses that have a large, loyal customer base and could expand this customer base in Downtown. Waiving sewer hook-up fees should be considered as an ongoing incentive to attract eateries and other types of businesses for which these fees are a significant expense.

The City should also assist existing businesses in the Downtown Core to move to other locations in the City that offer better access to their target market. This would

open up frontage for the types of businesses targeted by the Revitalization Program, such as restaurants and specialty and convenience retail. Relocation expenses generally average approximately \$15,000 per business, including moving expenses, lease assistance for up to six months, and advertising related to the new location.

Relocation can be an involved effort that requires considerable energy on the part of both staff and business owners. Up to five relocations should be budgeted. This would require a budget of approximately \$75,000.

*Estimated program costs: \$275,000, plus City staff time.*

2. **Design Assistance Program for the Downtown Core.** The City should establish a program that promotes short-term, small-scale investment in existing buildings in the Core. The program would also help to promote application of the Design Guidelines recommended by the Revitalization Program.

The City would hire a single architectural firm to provide services for Core Area businesses and buildings. Services would include: meetings with building owners and tenants to assess design needs; analysis of costs and benefits of alternative improvement approaches; drawings indicating colors, materials, and details of the recommended approach, and; recommendations for sign design. Program participants must demonstrate a willingness to establish a budget and set aside funds for carrying out the improvements.

It is recommended that approximately \$3,000 be budgeted per design; building materials and labor would be provided by building owners and/or tenants. It is esti-



mated that an average of five business per year would participate. Over ten years the program would require a budget of approximately \$150,000.

*Estimated program cost: \$150,000, plus City staff time.*

**3. Downtown Marketing Program.** Three general approaches are recommended:

- a) *Coordinate business promotion* - This could include a coordinated advertising approach as well as locally-oriented public events, such as a weekend sidewalk sale or farmers market. The City should assist Downtown merchants by allowing sidewalk events and other atypical activities that are part of a more aggressive retailing approach.
- b) *Promote Downtown Lodi to outside investors* - This could include formal presentations by City officials and staff to members of the development and business community, but should also include informal networking by members of the Chamber of Commerce, Lodi Downtown Business Association, and others interested in promoting revitalization of the area.

Brochures and other graphic materials that can be handed to interested parties are especially important. They must reflect the City's new approach to revitalizing Downtown. Where possible, images of renovations and new development projects should be used to portray a Downtown "on the move." Design and printing for color brochures ranges from \$5,000 to \$10,000. Two to three may be needed over a ten-year period.

- c) *Package and/or promote development of specific Downtown sites* - The City should actively assist development in

priority locations as opportunities arise. Re-development of the J.C. Penney and Woolworth's sites are identified as Objectives. The City should also assist landowners to target specific developers who specialize in a high quality building product.

*Estimated program cost: \$15,000 (average of \$1,500 per year for brochures and other graphic materials), plus City staff time.*

**4. Publicity and Special Events Program.** Publicity efforts should be coordinated to showcase progress and improvements as change occurs. This could include professional symposiums and tours by business and development associations, as well as parades, awards ceremonies, and the like.

*Estimated program cost: \$30,000 (10 events over a 10-year period; \$3,000 average per event), plus City staff time.*

**5. Business Development Program.** This program would provide access and/or financial support for technical assistance in the areas of retailing, business promotion, and advertising. Assistance could range from window displays to business plans, and would involve a retailing consultant on an as-needed basis.

*Estimated program cost: \$50,000 (10 years at \$5,000 average per year), plus City staff time.*

**6. Consider Central Retail Management (CRM) for the Downtown Core.** Downtown organizations in a number of cities have established CRM to compete effectively with shopping centers and malls. CRM typically involves merchants and landowners in coordinating advertising, setting business hours, targeting new tenants, and



generally establishing a strong, market-based retailing strategy geared to the district's market niche and local demographics. In its most "aggressive" form, CRM can become involved in the pooling and leasing of properties under a corporate ownership structure.

If all of the Programs described above were funded, costs would total approximately \$550,000 over a 10-year period, or an average of \$55,000 per year, plus associated staff costs. It is recommended that funds for the programs be budgeted in the form of a single Business Improvement Program "seed fund" that would allow them to be allocated flexibly among the individual programs as needed.

If some or all of these programs are established, a Revitalization Coordinator staff position may need to be created. The City cost for this position, including insurance and benefits, could range from \$75,000 to \$100,000 per year.

### **Catalyst Project #3: Downtown Transit Center**

Over the next five to ten years, the Southern Pacific train station area will be re-developed by the City to include a new platform, an upgraded bus transfer and layover facility, and improved parking facilities. A detailed plan for development of the facility will be developed by the County in cooperation with the City of Lodi.

The recommendations contained in this section are intended to function as the City's initial objectives for the facility. In general, the Transit Center should be designed to encourage transit users to patronize Downtown. Areas of concentrated activity, like drop-off areas and bus transfer points, should be part of the fabric of Downtown. The Transit Center should be an attractive facility, in character with Downtown's historic commercial buildings and in keeping

with its role as one of Downtown's most important public buildings.

### **The Train Station Building**

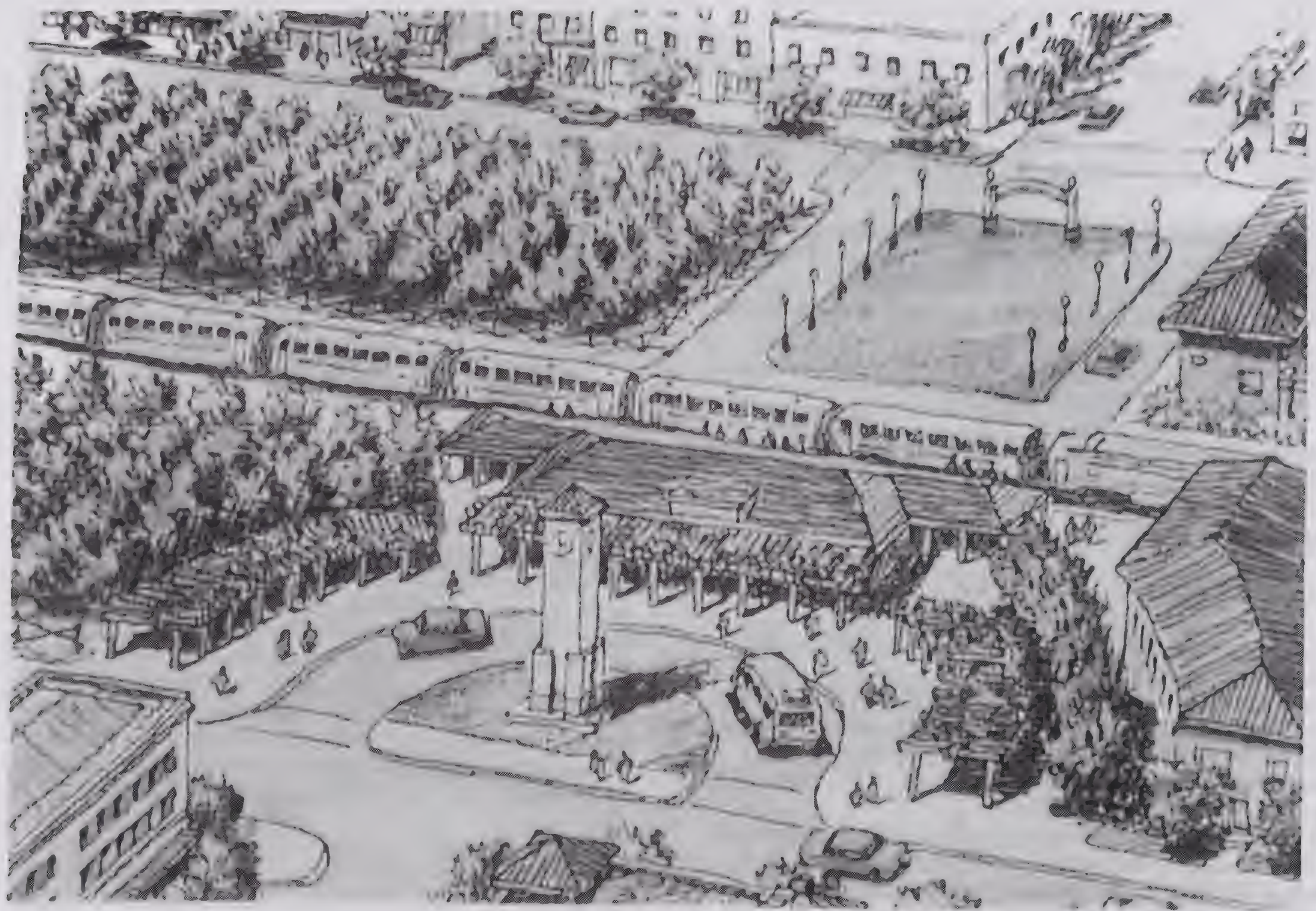
The existing train station building, located just north of Pine Street, should be moved or a new one built south adjacent to the intersection of Sacramento and Oak Streets; see the "Transit Center" illustration on the following page. This will center the building and waiting area along the boarding platform and help to support new investment in the "Post Office Square" area, as noted above. The building should be located to allow room for a drop-off/entrance drive along the frontage. Parking for approximately 100 cars should be provided in the area north of the station and south of Pine Street.

The station building itself should be restored and renovated, including as many windows as appropriate in keeping with the building's historic character, so that it appears to be an open, airy pavilion, and also allows for visibility and security of patrons. Ticket sales should be provided in the building. Small-scale commercial concessions, such as a flowerstand, newsstand, or coffee bar, should be provided in the building or in adjacent, freestanding booths. These services should be visible from Sacramento Street, and ideally help link the Station to Downtown. For example, booths could create a "chain" linking the street frontage to the Station building.

### **Access and Parking**

A semi-circular drop-off/entrance drive should be provided in front of the station. This will make vehicular movements related to drop-off and pick-up safer by moving them on site and off of Sacramento Street. The drive should be formal in appearance with a symmetrical relationship to the station





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DOWNTOWN LODI  
**TRANSIT CENTER**



building, in keeping with facility's role as an important civic facility. If possible, bus bays should be incorporated into the drop-off drive or located in close proximity to it. This will keep the various travel modes close to one another and minimize walking distances between them. An attractive drop-off area and pedestrian open space should also be located at the terminus of Oak Street on the east side of the railroad tracks. This will offer flexibility in terms of station access, help to increase activity on Main Street, and create another linkage between Downtown and the East Side Neighborhood.

In the first phase of development, surface parking should be provided in the area north of the station and south of Pine Street. This area could accommodate the 100 cars projected by the County as the near term parking demand. However, to allow for increased levels of service and ridership over the long term, a site for expansion parking should be designated. The area across the tracks bounded by Pine Street on the north and Oak Street on the south is recommended. This area has the capacity to accommodate up to approximately 130 additional cars. The area could be programmed for temporary events, such as a farmer's market or a flea market, during weekends and other off-peak times.

Parking areas should be landscaped with a dense "orchard" planting of deciduous shade trees. These will keep cars cool during summer months and allow for light and sun during the winter. Trees should be planted at as large an initial size as feasible (36" box is recommended), at a minimum ratio of one tree for every 5 parking spaces; one tree for every 3 spaces is preferred. Lighting should be installed to enhance evening security, with fixtures arranged to provide bright, even lighting levels throughout the parking area. An attractive, low, open rail fence or row of piers should be installed along the perimeter to screen parked cars and

define an architectural edge between the parking lot and the adjacent sidewalk.

### **New Commercial Development Along Pine Street**

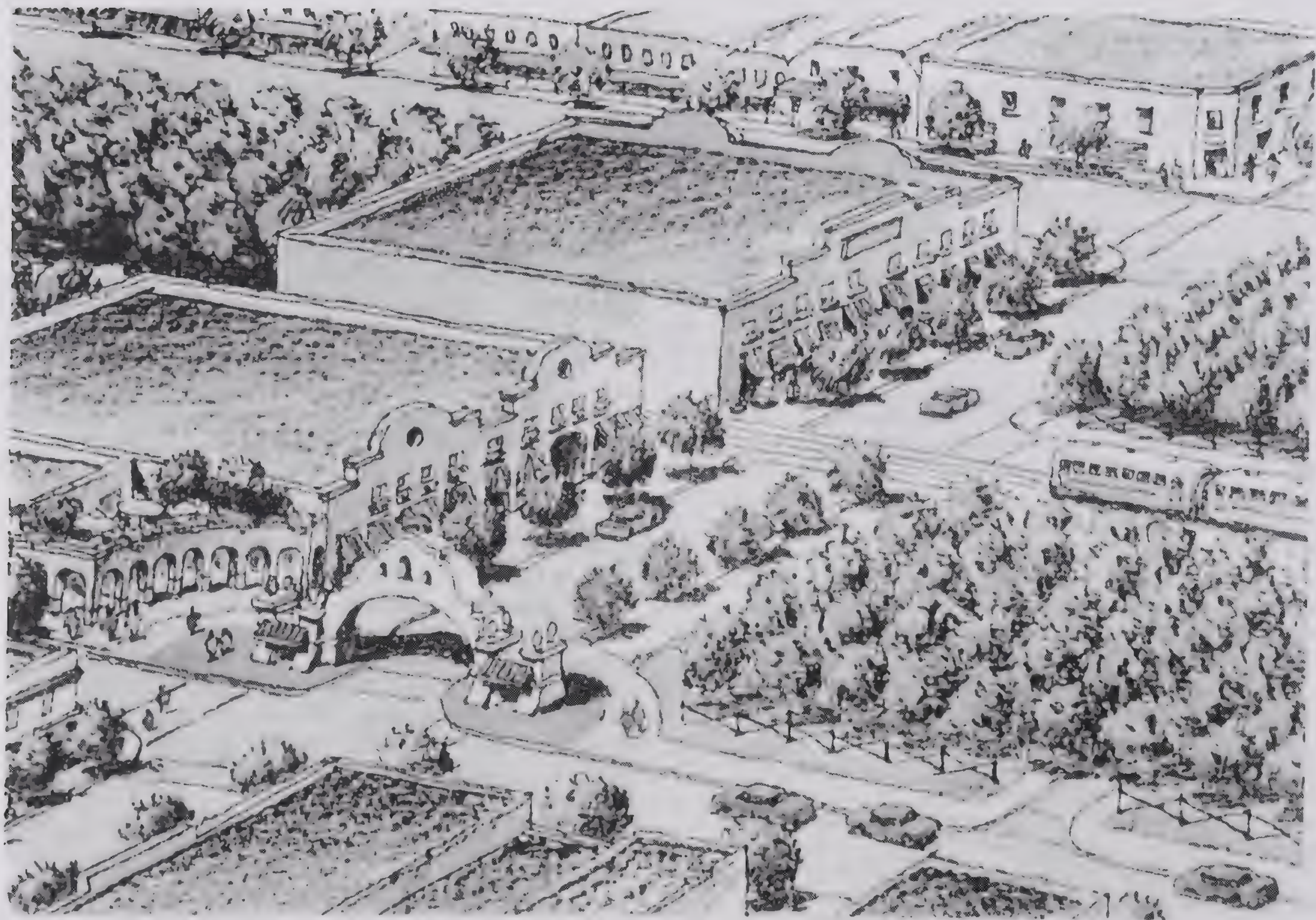
Relocating the train station building will free the existing station site for re-development. This site, and the vacant site adjacent to it across the railroad tracks, should be developed with new commercial buildings. Linking "Downtown #1" and "Downtown #2" with a consistent commercial frontage is a key objective of the Revitalization Strategy, and moving the station provides an opportunity to achieve it. Businesses within the new buildings should generate high levels of foot traffic to keep both the Pine Street frontage and the Transit Center area active.

New buildings should be consistent in design with Downtown's attractive older buildings. They should be set back somewhat further than existing buildings on adjacent blocks, however, to create a wider, specially-designed sidewalk area across from the Transit Center's boarding platforms; see the "Pine Street Infill" sketch on the following page. A new building at the corner of Sacramento and Pine should be shaped to accent the Lodi Arch in some way. Off-street parking should be provided to the rear of the buildings and landscaped according to "orchard" parking standards.

### **Design Amenities and Improvements**

A landmark clocktower should be constructed adjacent to the train station building, or integrated within it as part of renovation. A clocktower will provide a visual focus for the station and should be traditional in design to complement the station and Downtown's other attractive older buildings. The clocktower should be located at the terminus of Oak

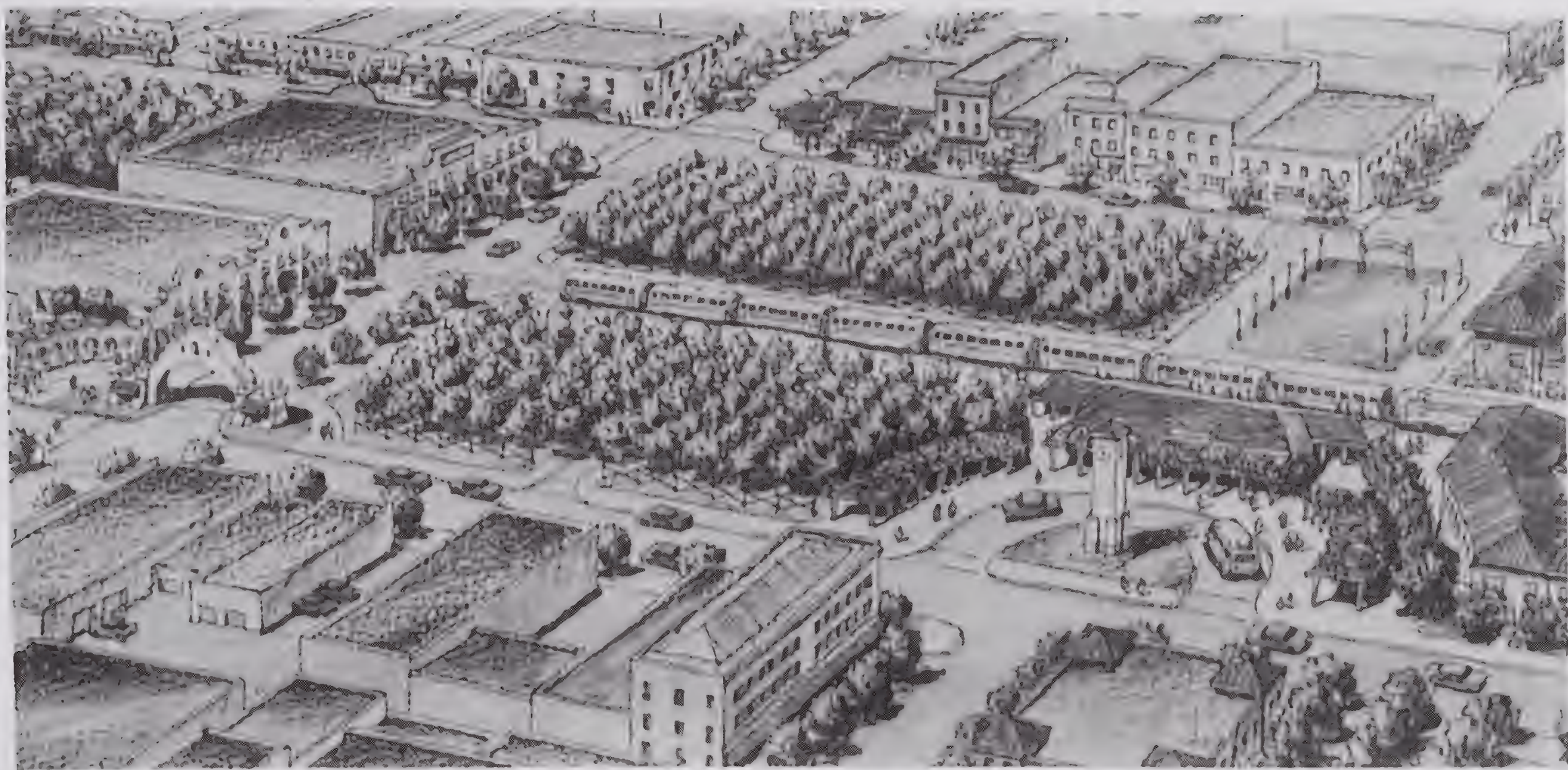




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DOWNTOWN LODI  
**PINE STREET INFILL**





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DOWNTOWN LODI

**TRANSIT CENTER WITH ORCHARD PARKING**



Street to accent the corridor leading to and from the Post Office Square area.

Pedestrian areas should be designed to make waiting for transit connections pleasant. Benches, lighting, and shade trees should be used liberally throughout the area to add amenity. Arbors, pergolas, or canopies should be provided for shelter from sun and rain, especially adjacent to the drop-off drive. Pedestrian-scale street lights should be extended along the Sacramento Street and railroad platform frontages and around the drop-off drive. Lights should be located at approximately 60' on center. Paving, lights, and other amenities within the Station area should complement those used along School Street, so that the station is perceived as an extension of Downtown.



*Chapter IV*

**CHEROKEE LANE**



# CHEROKEE LANE

## Existing Conditions

### Visual Image

Cherokee Lane is the gateway to Lodi from Highway 99, which is the preferred route for north-south intercity travel in the Central Valley. It stretches for approximately 2 miles between the northerly and southerly Highway 99 offramps, and its frontage consists of a mixture of large- and small-scale commercial businesses, public facilities like the Fairgrounds and the vacant Lincoln School, and light industrial development. Cherokee Lane is crossed by Kettleman Lane, the City's primary east-west arterial, as well as Lodi Avenue and Pine Street, both of which lead to Downtown.

From the southerly Highway 99 offramp, the street presents an attractive first impression of the City. Wide, grassy setbacks, a median containing a low hedge, and a canopy of large walnut trees project the rustic yet well-tended qualities that characterize the best of the Central Valley. North of Kettleman Lane, however, the street looks like a typical older commercial strip. Landscaping is minimal. Tall, pole-mounted signs and parking lots line the roadway. There is a jumble of different building types and a variety of relationships between buildings and the street frontage. Some buildings are located adjacent to the right-of-way and face the street. Others are set back behind large parking lots. Some are located adjacent to the right-of-way, yet face sideways onto parking lots. Vacancies and poorly maintained properties are dotted throughout the corridor. Street lighting is intermittent.

## Land Use and Development Patterns

Cherokee Lane was Highway 99 before the bypass was constructed in the 1960's. It was Lodi's first "highway commercial" corridor, accommodating commercial businesses created to serve highway traffic. Over time, businesses located on Cherokee Lane rather than Downtown as well. The Cherokee Lane corridor reflects this past today, with a mix of auto sales and services, motels, drive-in restaurants, liquor stores, and the K-Mart/Orchard Supply shopping center. Auto sales and services and lodging, both oriented to highway traffic, remain the most prominent forms of development along the street.

In the 1980's, Kettleman Lane became the preferred location for commercial development and disinvestment along Cherokee Lane became a problem. Shopping centers, gas stations, and fast food franchises now form an almost continuous frontage along the southerly side of the Kettleman corridor extending west to Lower Sacramento Road, where Target and Wal-Mart stores opened in 1993. There are a number of reasons for the shift: The Highway 99 bypass reduced Cherokee Lane's exposure to highway traffic. The major commute pattern changed from north-south to include east-west traffic flows as Bay Area employees moved into the Central Valley in search of affordable housing. Interstate 5 to the west of the City began to be used more frequently. Large, agricultural properties along Kettleman Lane were available for sale and zoned for commercial development, while shallow parcels along Cherokee Lane, particularly along the westerly frontage, limited its ability to accommodate additional larger-scale commercial development. This lack of room for commercial expansion has encouraged some auto dealerships to locate on Beckman Lane, adjacent to Highway 99 on the east.



To I-5: Major Shopping Centers

To Downtown

Major City Entrance:  
Attractive Initial  
Impression of Community

Major City Entrance:  
Unattractive Strip  
Image Extends to  
End of Street

Cherokee Lane Corridor: Evolving  
Mix of Small/Large Scale Businesses  
Unattractive Commercial Strip Appearance  
w/ no trees, Minimal Walks, Lighting

Auto Sales, services, and  
kiosks clustered along  
Beckman (types)

Shallow Parcels and Small Blocks Constrain  
Development: Suited to Small Scale  
Support Commercial Businesses

Deeper Parcels and Larger Blocks Accommodate  
A Variety of Development Types: i.e.  
Shopping Centers, Auto Sales, Housing

Auto Sales Expanding  
to Beckman Corridor

Expanding S.R. 99-Related  
Industrial Area

CHEROKEE LANE

CONTEXT



Lastly, because development along Kettleman Lane is newer, it projects a higher-quality image overall than development along Cherokee Lane -- buildings and signs are new, parking lots and frontages are landscaped, lighting levels are high. In fact, low lighting levels have been a concern to business-people along Cherokee for some time, especially those involved in lodging. Guests have complained that the street is unattractive and does not appear safe.

## Revitalization Strategy

The Objectives and Policies listed below are prioritized to reflect the steps the City can take in the near term to improve the business climate and appearance of Cherokee Lane.

1. **Focus near-term revitalization resources on effecting a dramatic improvement in the visual character of Cherokee Lane.**
  - a. *Central Valley Character* - Replace the ubiquitous, "placeless" commercial strip character that can be found in almost any California community today with improvements that create a distinctive visual image recognizable for its regional character and authenticity.
  - b. *Lighting* - Enhance lighting levels at intersections and along the thoroughfare. Make use of decorative lighting fixtures that add to the overall character of the thoroughfare in the daytime as well as in the evening.
  - c. *Pedestrian Comfort* - Improve pedestrian walkways, moving them when possible behind a planting strip to buffer pedestrians from moving traffic.
  - d. *City Entries* - Design and install distinctive entry signs at both ends of the corridor that mark the entrances to the City. Include additional signs that orient motorists to Downtown at entries and at key intersections.
2. **Establish minimal development standards for new construction and renovation along the corridor.**
  - a. *Signage* - Encourage businesses to enhance visibility from the freeway. Establish minimal standards limiting the number of signs per business along with minimal visual and lighting performance standards.
  - b. *Parking* - Wherever possible, screen parking areas from the roadway with buildings. Establish special standards to insure that parking lot lighting and service areas adjacent to residential areas do not negatively impact residential environments.
  - c. *Landscaping* - Establish landscaping standards targeted to the variety of existing circumstances along the corridor. Ensure the incremental creation of a unified landscape treatment that harmonizes with the street improvements installed in the first phase of the revitalization effort. Specific plant materials, fence and wall materials and design, lighting standards, and design and location of parkway strips should be addressed.
3. **Promote the continued development of auto sales, lodging and support commercial business along the corridor.** Development standards and design guidelines for buildings, sites, and signage should be prepared with these particular categories of land use in mind, and should focus on ways to enhance their viability while



meeting the City's design goals for the overall appearance of the corridor.

## Cherokee Lane Design Concept

Capital improvements along Cherokee Lane must create an attractive gateway to the City and enhance the image and values of commercial properties along the street. The basic Design Concept is simple: extend the character that exists at the southern end of the street -- the rustic median, large canopy trees, grassy curbside planting strips, and low hedges -- north throughout the rest of the corridor.

To respond to the needs of frontage businesses, however, new medians must be designed to allow for visibility of frontage properties and the maximum feasible number of left- and u-turns. New street lights should also be installed to improve lighting levels for both pedestrians and cars. As illustrated by the "Proposed Improvements" sketches on the following page, there are two components: Phase I - new medians with canopy trees, low shrubs, and frontage street lights; Phase II- frontage renovations; including planting strips, and street trees.

**New Medians.** The "Median Concept" plan on the second following page illustrates the location of existing and recommended median openings and turn pockets. U-turns would be allowed at every median opening. Median openings would be provided at 14 of Cherokee Lane's 21 cross-streets. They are:

- Murray Street
- Lockeford Street
- Victor Road
- Elm Street
- Pine Street

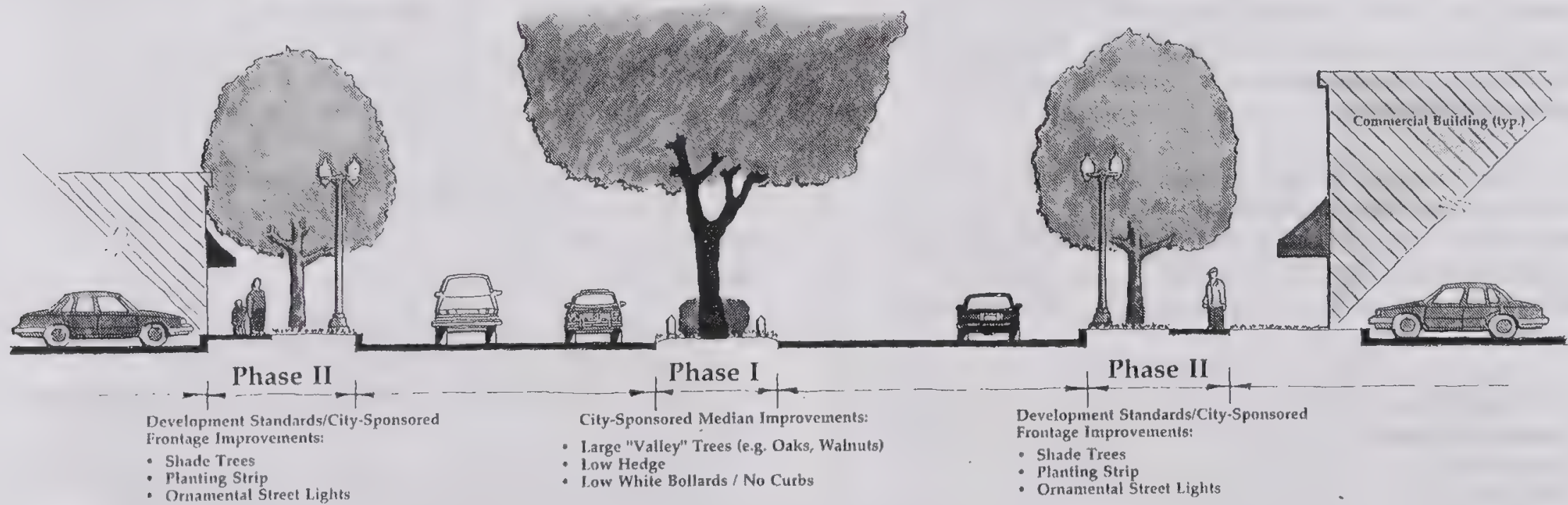
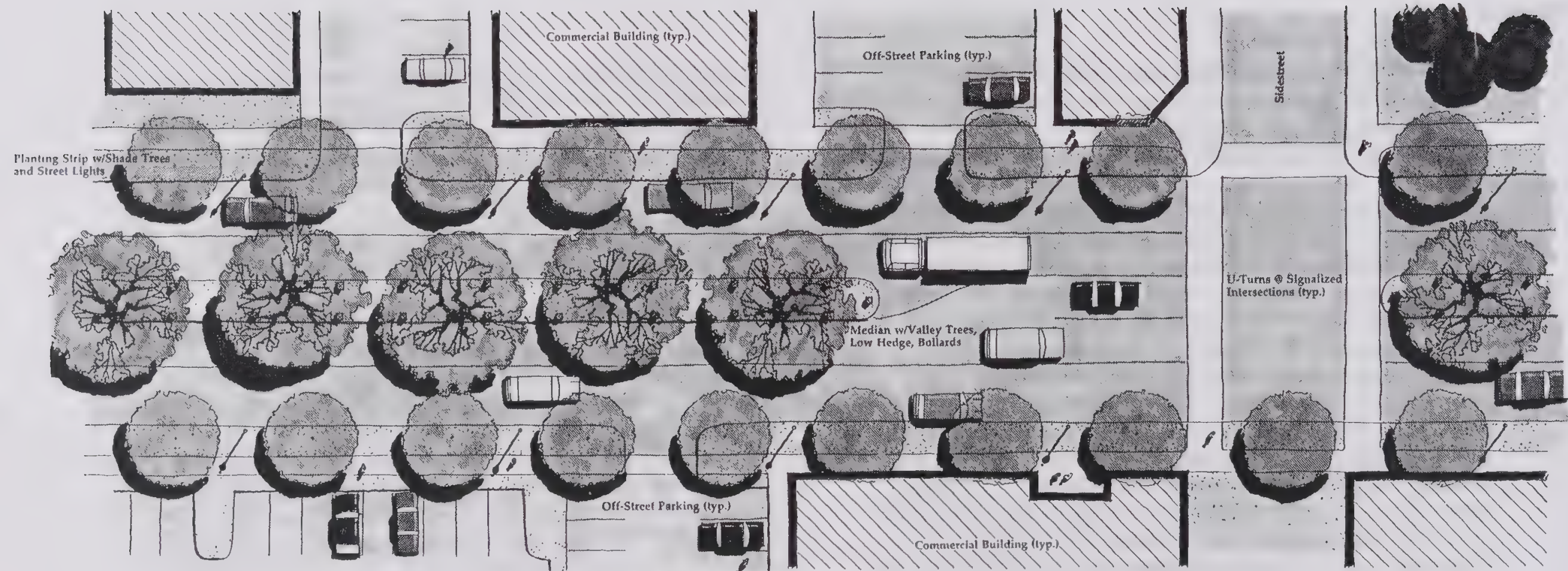
- Lodi Avenue
- K-Mart/Orchard Center
- Tokay Street
- Hale Road
- Vine Street
- Delores Street
- Poplar Street
- Kettleman Lane
- Almond Drive

The "Proposed Improvements" sketches illustrate some of the details of the Design Concept. Medians will be constructed within the area occupied by the existing continuous left turn lane, allowing existing travel lanes and curbside parking to remain. The median will contain Valley Oaks or Walnuts, decomposed granite surfacing, low shrubs to maintain auto visibility, an open gutter (i.e. no curbing), and short, white-painted concrete bollards along the edge of the roadway.

**Frontage Renovation.** A curbside planting strip containing street trees and street lights should be established to implement the Design Concept. Conditions along the street vary, however, and creating a uniform planting strip will be difficult, at least over the near term. The "Frontage Renovation Conditions" plans on the third following page illustrate three typical existing frontage conditions and recommendations for responding to them to implement the Design Concept. The three Conditions are:

- 1) *Wide Planting Strip and/or Setback Area* - This condition is the model for the rest of the street. It consists of a generous planting strip, sidewalk, back-of-walk grass or landscaping, and street trees. It reflects the City's goals for frontage landscaping as they have been implemented over the last ten to fifteen years, and it characterizes most new development along the street. It occurs along

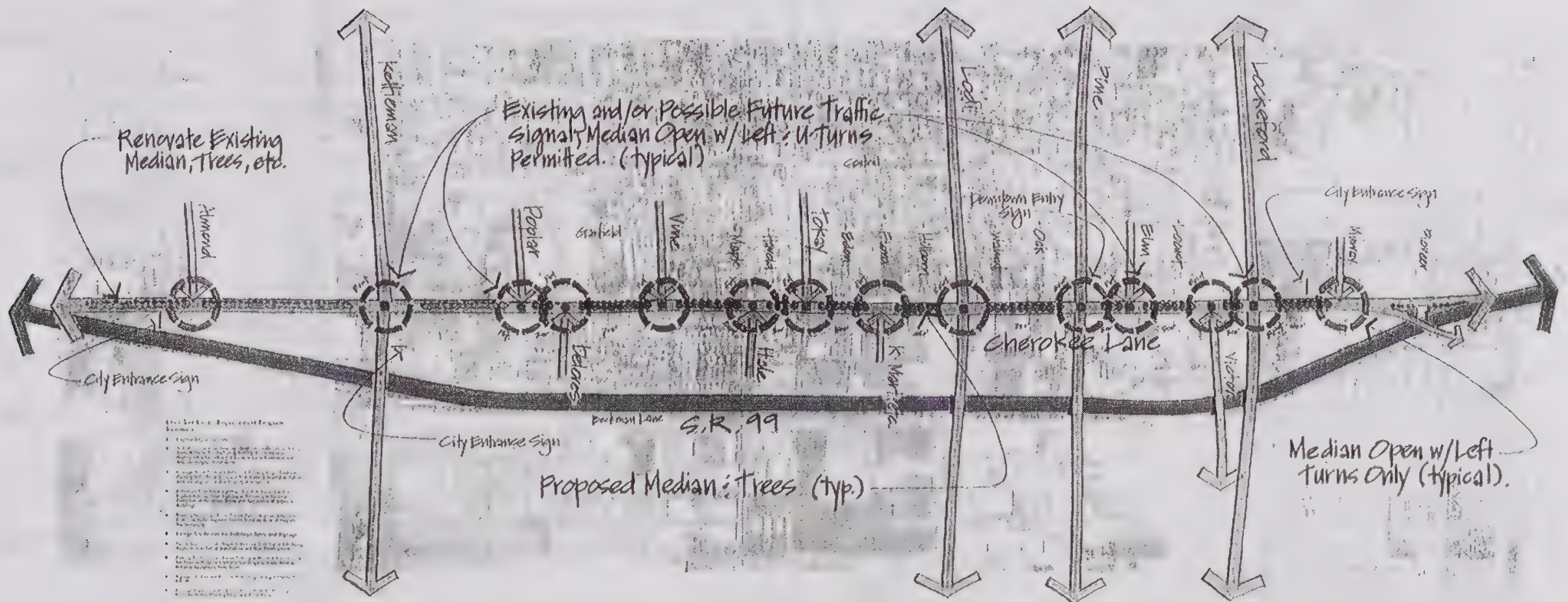




## CHEROKEE LANE

# PROPOSED IMPROVEMENTS

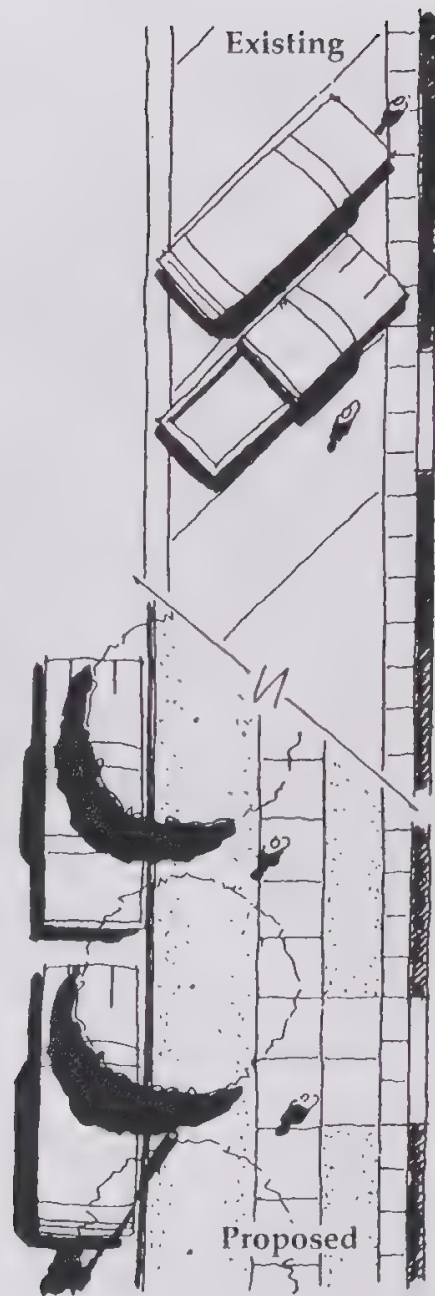




## CHEROKEE LANE MEDIAN CONCEPT



Cherokee Lane



### Frontage Parking Apron:

- Replace Parking Apron with Planting Strip and Walk.
- Install Consistent Row of Trees in Planting Strip.
- Establish Curbside Parallel Parking.
- Typical: Frontage of Felton's, Cherokee Liquor, Del Monte Club.

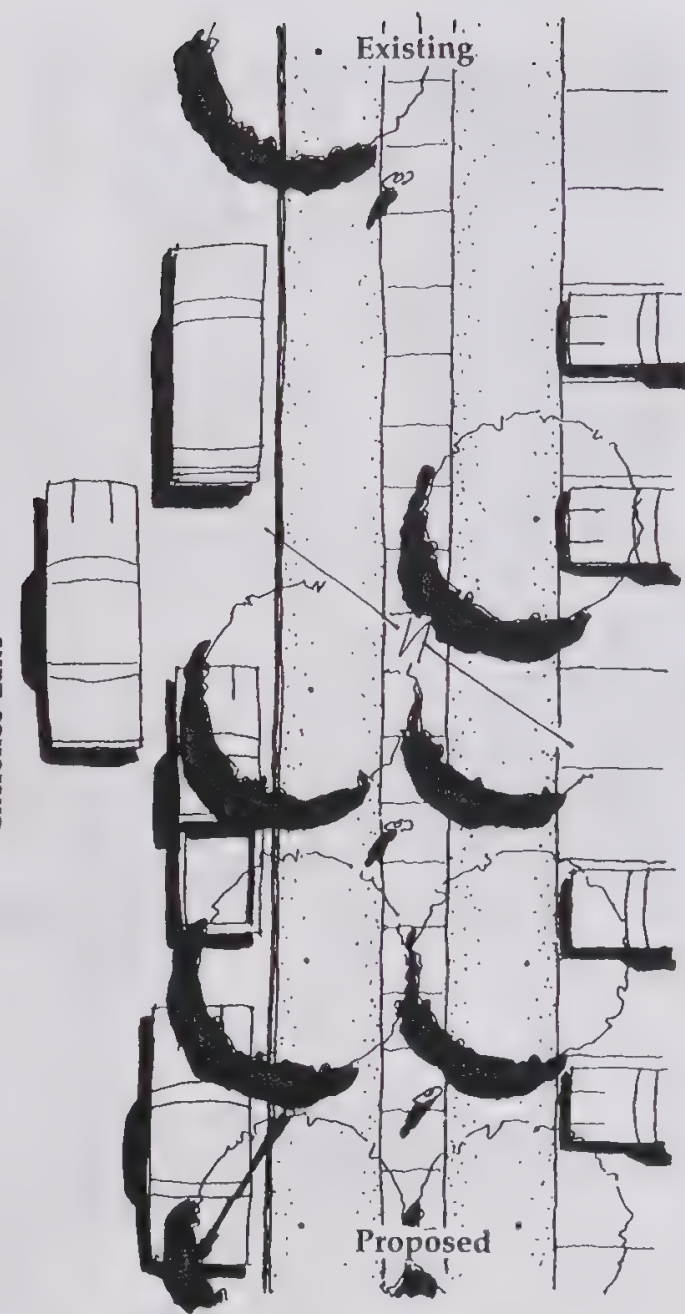
Cherokee Lane



### Narrow Curbside Walk/ROW:

- Reverse Walk/Landscaping to Create Planting Strip.
- Install Consistent Row of Trees in Planting Strip.
- Install Attractive Screen Fence Adjacent to Parking.
- Typical: Frontage of Buck's Restaurant, Tokay Bowl.

Cherokee Lane



### Wide Planting Strip and/or Setback Area:

- Infill Existing with New Trees to Create Consistent Spacing and Species; Double Row if Feasible.
- Typical: Frontages of K-Mart/Orchard Supply shopping center, Bridgestone Tire, Auto Sales South of Kettleman Lane.

CHEROKEE LANE

# FRONTAGE RENOVATION CONDITIONS



the frontage of the K-Mart shopping center and along both frontages of the street south of Kettleman Lane. Existing trees rarely form consistent rows along the street, however, and additional trees should be added to create an average tree spacing of approximately thirty feet on center. Street lights should be installed at approximately 120 feet on center. Where the right-of-way is bordered by large surface parking areas, a second row of trees should be installed as a screen, with breaks in the planting to allow for views of buildings and signs; the second row of trees should be optional for auto dealerships, where visibility of cars is needed for business reasons.

- 2) *Curbside Walk without Landscape* - As illustrated, this condition consists of a monolithic curb, gutter, and sidewalk, and a relatively narrow planting area between the sidewalk and adjacent buildings or parking areas. Implementing the Design Concept requires that the walk and planting area be reversed. A minimum 5 foot curbside planting strip and 5 foot sidewalk should be established. Trees should be established at approximately 30 feet on center. Street lights should be installed at approximately 120 feet on center.
- 3) *Frontage Parking Apron* - This condition occurs a number of locations along the corridor, particularly on small, shallow parcels. Examples include the frontages of Felton's, Cherokee Liquor, and the Del Monte Club. Angle or head-in parking is located directly adjacent to the roadway. Cars pull into parking spaces directly from the street and back out directly onto the street. In some cases there is a narrow sidewalk adjacent to the gutter line. In others, there is no sidewalk. Renovating this condition to accommodate a curbside planting strip affects existing on-site parking; i.e. spaces would need to

be removed and replaced by curbside parallel parking. Depending on whether existing parking is angled or 90 degrees, frontage parking could be reduced by up to 50%. However, the frontage of the street is currently underused for curbside parking and convenient parking could be found in close proximity to any of the businesses along the street.

### Phasing and Construction Costs

The consensus recommendation reached during the course of the Workshops was to incorporate street lighting with construction of medians as part of Phase I. Construction costs for new medians with trees, shrubs, concrete bollards, and upgraded plantings on existing medians is estimated at approximately \$425,000. Ornamental frontage lighting is estimated at approximately \$1,325,000. Total costs for the recommended Phase I project are approximately \$1,750,000.

Phase II frontage renovation costs are estimated at \$860,000 if sponsored as a single project by the City; it is assumed, however, that they will occur incrementally as new development and property renovations proceed. If combined, total Phase I and Phase II costs would be approximately \$2,610,000. These cost estimates exclude signalization at intersections, and they assume that no utility reconstructions or relocations are required.







*Chapter V*

**THE EAST SIDE NEIGHBORHOOD**







# THE EAST SIDE NEIGHBORHOOD

## Existing Conditions

The East Side Neighborhood contains Lodi's most significant reservoir of affordable, single-family housing. It is a generally attractive area, with small bungalows and cottages and tree-lined streets. Until the 1970's, the East Side was a complement to the West Side; a more modest, yet stable, single-family neighborhood. In the 1970's, however, the area was rezoned to accommodate multi-family housing. The quality of the new development was not generally high, reducing the value of owner-occupied, single-family properties nearby. This started a process of disinvestment and instability, with single-family houses converted into rental properties as more apartments were built, overcrowding of both single-family houses and apartments, and falling median income and property maintenance levels.

The East Side was rezoned back to single-family residential-only in 1987. According to the 1989 General Plan, there were three goals: "(1) retain the single family character of the neighborhood; (2) maintain a stock of single family units, and; (3) limit the added stress that intensification would place on the City's infrastructure."

A key element of the Central City Revitalization Program is improving the symbiosis between the area's residential and commercial areas. Like the West Side, the East Side Neighborhood is within a 10-minute walk from Downtown. Improving the commercial vitality of Downtown will make the East Side a more desirable neighborhood. Improving the land values and stability in the East Side will help to support investment in Downtown.

## Revitalization Strategy

The Policies listed below address near term and long term objectives for improving residential conditions in the East Side Neighborhood. Some are already being pursued by the City.

1. Expand code enforcement efforts to eliminate blighted and unsafe conditions that have resulted in an increasingly negative image for the neighborhood.
2. Encourage home ownership and renovation. Establish incentive programs such as design assistance to encourage reinvestment in existing structures.
3. Reconfigure commercial and multi-unit residential zoning designations to reflect revitalization goals and objectives. Allow high-quality multi-unit development adjacent to the edge of Downtown. Preserve the rest of the district for exclusively single-family development.
4. Upgrade multi-unit residential development standards to insure sensitively designed apartments, flats, and attached housing types that are compatible with the character of the neighborhood's best buildings.
5. Work with local community organizations to promote neighborhood services and programs
6. Invest in the revitalization of the Downtown Core to enhance the appeal of the East Side Neighborhood as a place to live in walking distance of an exciting cluster of shops, eateries and services.







*Chapter VI*

**FINANCING THE PROGRAM**



# FINANCING THE PROGRAM

To pay for the Downtown Revitalization Program outlined in Chapters II through V, the City of Lodi must identify new sources of funding. This chapter summarizes the costs of both capital improvements and ongoing costs of revitalization. It then describes alternative methods of paying for both types of costs, and recommends a strategy for Lodi.

## Summary of Program Costs

The Lodi Downtown Revitalization strategy will require expenditures for both capital improvements and ongoing program and maintenance costs.

### Capital Improvements

Capital improvements proposed for the Central City area total approximately \$4.8 million. The capital improvements recommended for the Downtown Core area, described in Chapter III of this report, would cost a total of approximately \$3.05 million. This total includes \$1.75 million for Town Square/Post Office improvements and \$1.3 million for School Street streetscape improvements.

The improvements recommended for Cherokee Lane would have a total cost of approximately \$1.75 million. This cost covers the construction of a new median strip and the installation of new median landscaping and new street lights.

### Ongoing Programs

In addition to the construction of capital improvements, revitalization will require (1) maintenance of the new improvements and (2) a set of ongoing programs to support revitalization by strengthening the economy of the Downtown Core.

**Maintenance of Improvements.** The capital improvements in the Downtown Core and on Cherokee Lane will require annual expenditures for maintenance of the Town Square, median strips and landscaping, and operation of the street lights. These costs are expected to total \$20,000 per year for the Downtown Core, \$30,000 per year for School Street and \$33,000 per year for Cherokee Lane (in addition to existing Cherokee Lane street lighting costs of \$12,000 per year). The grand total for the three areas would be \$83,000 per year.

**Programs to Support Revitalization.** These programs, described in Chapter III, may be funded at a wide range of levels depending on the resources available for them. For Lodi, an average expenditure of \$55,000 per year (in 1994 dollars), excluding staff costs, is considered adequate to support downtown revitalization efforts at a reasonable level. One distribution of this cost among the various activities described above is shown in Table VI.1.



**Table VI.1**  
**Sample Budgets for Downtown Revitalization Program Expenditures**

<u>Program</u>	<u>Annual Cost</u>
Business recruitment and relocation program	\$27,500
Design assistance program for downtown core (5 per year @ \$3,000 ea.)	15,000
Downtown marketing program (brochure and advertising)	1,500
Publicity and special events	6,000
Business development program	5,000
Total	\$55,000

**Table VI.2**  
**Capital Cost of Downtown Revitalization: Private Sector's Share**

		<u>Cash Cost</u>	<u>Debt Cost*</u>
Total Nominal Cost		\$3,050,000	\$3,050,000
Private Sector's Share (50% of total)		1,525,000	1,525,000
Year 1 Payment		1,525,000	192,150
Annual Payment After Year 1		0	192,150
Assessment per Square Foot			
Downtown Core	Total (50% of pvt. sector share)	762,500	96,075
	Per sq. ft. (468,980 sq. ft.)	1.63	0.20
	Total 15-year cost per sq. ft.	1.63	3.00
Rest of Greater Downtown	Total (50% of pvt. sector share)	762,500	96,075
	Per sq. ft. (2,643,658 sq. ft.)	0.29	0.04
	Total 15-year cost per sq. ft.	0.29	0.60

\* Debt on \$1.750 million, with amount in excess of \$1.525 million to pay for costs of bond issuance. Assumes interest rate of 7 percent and repayment term of 15 years.



## Paying for Revitalization

The City of Lodi operates with a balanced budget, as required by California law: operating expenditures may not exceed operating revenues. Like most California cities, Lodi has achieved budget balance by limiting or eliminating cost increases, stretching its annual income to pay for existing services, and occasionally tapping city reserves. Transfers from operating accounts to the capital improvement fund have been severely limited during recent years, leaving development impact fees and assessment districts as the major sources of funds for capital facilities.

In this context, the City must identify and secure new sources of revenue to pay for both the capital and operating costs of downtown revitalization. The approach adopted preliminarily for the Lodi revitalization strategy assumes that the private sector – that is, those businesses that are expected to benefit directly from the capital improvements and ongoing programs described above – will be responsible for funding one-half of the capital costs and the public sector – that is, the City of Lodi – will be responsible for funding the other half, in keeping with the Central City's role as the "heart of the city". Alternatives for funding the ongoing costs of maintenance and programs are addressed but responsibility is not assigned to either sector. This will require additional City study.

The remainder of this chapter discusses the characteristics of private sector and public sector funding mechanisms that could be used to implement both the capital improvements and the ongoing maintenance costs and supporting programs of the recommended revitalization strategy.

## Private Sector Funding

**Capital Improvements.** Capital improvements may be paid for in either of two ways: cash or debt. Both approaches have advantages and disadvantages. Cash purchase has a lower total cost, but requires a large up-front payment that many agencies may not have on hand. Incurring debt (e.g., through sale of a bond to be repaid over time) has a higher total cost, but allows the public agency to make smaller annual payments over time, much like paying a mortgage on a home.

The private sector's share of capital costs would most likely be collected by an assessment district. Under California law, special assessment districts may be formed to collect funds to pay for capital improvement that will directly benefit the property owners of the district. The district may either pay cash by raising money through one-time assessments, or use debt by issuing bonds to pay for capital improvements. When bonds are issued, the district promises to repay principal and interest by levying an assessment on all of the property owners in the district periodically (e.g., annually or semi-annually, typically on the property tax bill) until the bonds are retired. Property owners may choose to pay off their entire assessment in one cash payment instead of annual over the life of the bonds. Downtown Lodi formed an assessment district to pay for beautification in 1984, selling bonds that will be retired in 1999. The annual payment on the existing bonds is approximately \$50,000.

The following analysis presents, for each area, a discussion of the cash cost versus annual debt service cost of the improvements recommended for revitalization.



**Downtown Improvements.** The private sector would be responsible for \$1.525 million of the total cost of \$3.05 million for Downtown improvements (Town Square/Post Office and the School Street streetscape).

The amount of the assessment that each property owner would have to pay is typically determined based on some relative measure of benefit such as land area, street frontage, proximity to the proposed improvement(s), or a combination of these factors. In Downtown Lodi two criteria are proposed:

1. Assessments for all lots in the Greater Downtown Area would be based on the lot area of each parcel; see "Downtown Financing Areas" map on the following page.
2. The Downtown Core area would be responsible for one-half of the private sector's share of capital costs, because these properties would be closest to – and therefore derive the greatest benefit from – the capital improvements. The nonresidential properties in the rest of the greater downtown area would be responsible for the remaining one-half of the private sector's share. Their assessments would be lower per square foot of land area, because their benefit from the proposed improvements would be less direct.

The amount of the assessment per square foot for property in the Downtown Core vs. property in the rest of the Greater Downtown Area is shown in Table VI.2. The table compares the assessment amount for a one-time cash payment to the amount for debt payment that is repaid at an interest rate of 7 percent over a term of 15 years. These amounts are illustrative; the exact amount would depend on a number of factors, including the exact amount, interest rate and term of the bond issue and the costs of issuing the bond.

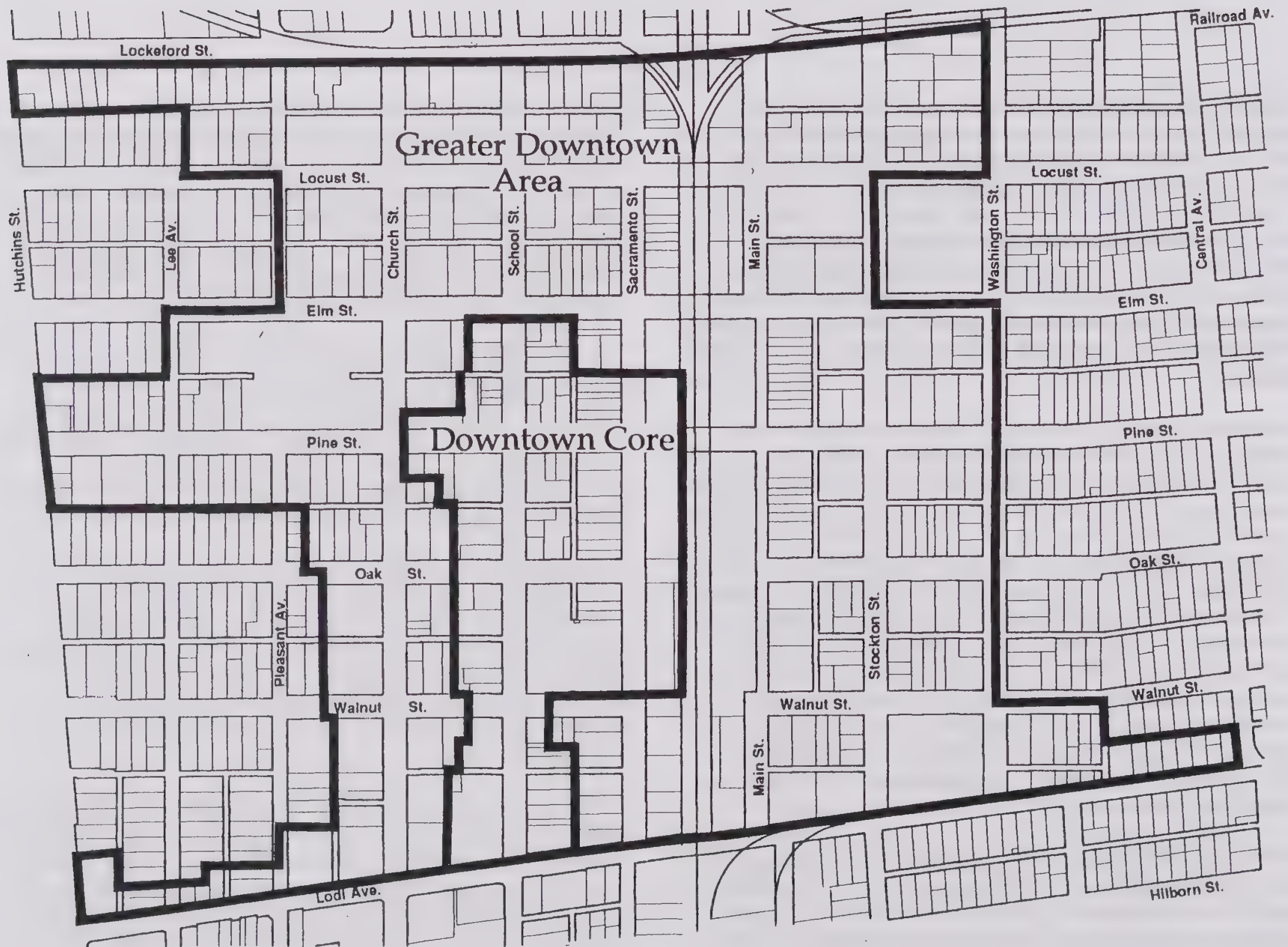
Table VI.3 illustrates the amount of the one-time or annual payment for lots of various sizes in the Downtown Core and the rest of the Greater Downtown Area. The downtown core contains an estimated 67 privately-owned parcels. Of the total, 28 parcels (42 percent) are between 5,001 and 10,000 square feet in area; another 11 (16 percent) are between 4,001 and 5,000 square feet in area. Only four parcels are larger than 15,000 square feet; the largest is 32,300 square feet.

The rest of the Greater Downtown Area contains an estimated 276 parcels occupied by nonresidential uses. Of those, 110 (40 percent) are between 5,001 and 10,000 square feet in area; another 47 (17 percent) are between 10,001 and 15,000 square feet. A full 95 percent of all parcels in this area (excluding the core) are 25,000 square feet or smaller. The largest parcel is 75,760 square feet.

**Cherokee Lane Improvements.** The private sector would be responsible for one-half of the cost of Cherokee Lane improvements, or \$880,000. The assessment district that would be responsible for covering this cost would be entirely different from the Downtown assessment district: no property would be located in both districts, and each property in each district would be responsible for only one assessment.

In the Cherokee Lane area, the assessment would be levied based partly (50 percent) on each parcel's linear frontage on Cherokee Lane and partly (50 percent) on each parcel's total area. This approach assures, for example, that large "flag" lots, with frontage wide enough only for a driveway but a large area in the rear of the site pay their fair share of the total cost.





DOWNTOWN LODI

# DOWNTOWN FINANCING AREAS



**Table VI.3**  
**Sample Assessments for Parcels in the Downtown Core and Rest of Downtown**

Lot Size (Sq. Ft.)	<u>Cash</u>		<u>Debt (15 Years)</u>			
	<u>Downtown</u>	<u>Rest of</u>	<u>Downtown Core</u>		<u>Rest of Downtown</u>	
	<u>Core</u>	<u>Downtown</u>	<u>(\$0.20/sq. ft.)</u>		<u>(\$0.04/sq. ft.)</u>	
		<u>Area</u>	<u>15-Year</u>	<u>15-Year</u>		
	<u>(\$1.63/sq. ft.)</u>	<u>(\$0.29/sq. ft.)</u>	<u>Per Year</u>	<u>Total</u>	<u>Per Year</u>	<u>Total</u>
1,000	\$1,630	\$290	\$200	\$3,000	\$40	\$600
2,000	3,260	580	400	6,000	80	1,200
3,000	4,890	870	600	9,000	120	1,800
4,000	6,520	1,160	800	12,000	160	2,400
5,000	8,150	1,450	1,000	15,000	200	3,000
10,000	16,300	2,900	2,000	30,000	400	6,000
15,000	24,450	4,350	3,000	45,000	600	9,000
20,000	32,600	5,800	4,000	60,000	800	12,000
25,000	40,750	7,250	5,000	75,000	1,000	15,000
30,000	48,900	8,700	6,000	90,000	1,200	18,000
50,000	81,500	14,500	10,000	150,000	2,000	30,000
75,000	122,250	21,750	15,000	225,000	3,000	45,000

**Table VI.4**  
**Capital Cost of Cherokee Lane Improvements: Private Sector's Share**

		<u>Cash Cost</u>	<u>Debt Cost*</u>
Total Nominal Cost		\$1,750,000	\$1,750,000
Private Sector's Share (50% of total)		880,000	880,000
Year 1 Payment		880,000	111,100
Annual Payment After Year 1		0	111,100
Assessment			
Per linear foot of frontage	Total (50% of pvt. sector share)	440,000	55,550
	Per linear ft. (15,520 ft.)	28.35	3.58
	Total 15-year cost per linear. ft.	28.35	53.70
Per square foot of lot area	Total (50% of pvt. sector share)	440,000	55,550
	Per sq. ft. (2,137,530 sq. ft.)	0.21	0.03
	Total 15-year cost per sq. ft.	0.21	0.45

\* Debt on \$1.012 million, with amount in excess of \$880,000 to pay for costs of bond issuance. Assumes interest rate of 7 percent and repayment term of 15 years.



Table VI.4 compares the assessment district levies that would be required for a one-time cash payment and annual debt service payment that would be required to cover the private sector's cost of Cherokee Lane improvements.

Table VI.5 illustrates the amount of the one-time or annual payment for lots of various sizes in the Cherokee Lane area. The smallest lot with frontage on Cherokee Lane has an area of about 30 square feet; the largest is approximately 147,400 square feet. The calculations shown are for hypothetical combinations of frontage width and lot area.

### Ongoing Costs

As noted above, the prospective responsibility for funding ongoing costs of revitalization, including both maintenance of capital improvements and supporting programs, has not been discussed or assigned. It is nevertheless useful to consider the advantages and disadvantages of private versus public sector funding for these expenditures, and to estimate the cost implications for property and business owners in the areas of direct benefit. Costs are described below; advantages and disadvantages of private sector versus public sector funding are discussed at the end of this chapter.

The costs of maintaining capital improvements were estimated at the beginning of this chapter to total \$83,000 per year: \$50,000 in the Downtown area and \$33,000 (net of current costs) in the Cherokee Lane area. The assessments that would be required to cover these costs (e.g., by a Landscape and Lighting Maintenance District) are shown in Table VI.6.

The programs to support revitalization that were summarized in Table VI.1 would benefit the Downtown area but not Cherokee Lane. Therefore, if those programs were to be covered by the private sector, assessments would be levied

only in the Downtown area. The annual assessments that would be required are summarized in Table VI.7.

### Public Sector Funding

**Potential Sources of Funds.** The City of Lodi would be responsible for funding the remaining 50 percent of the cost of capital improvements recommended for downtown revitalization and Cherokee Lane improvements. Typical sources of public sector funding, and their applicability and availability for the revitalization of downtown and Cherokee Lane, are summarized in Table VI.8.

Considering the information summarized in Table VI.8, the most promising approach to raising public sector funds for both capital and operating expenses appears to be increases in existing tax rates. The total amount of funding for capital improvements that must be collected from this source would be reduced by the \$290,000 federal grant for street lighting improvements on Cherokee Lane. Because taxes generate revenues for the City over long periods of time, it is most appropriate to assume that the public share of expenditures would be covered by incurring debt (i.e., selling bonds or certificates of participation) and then repaying the debt with a portion of the tax revenues.

The two most likely taxes that could be used to generate the needed money are (1) the business license tax and (2) a utility users tax. Lodi has a business license tax that currently generates a total of about \$90,000 for the City's general fund. The amount of tax paid by each business operating in the city is based on the number of employees. Rates per employee have not been changed since 1948. In 1993, the Old Lodi High Foundation commissioned a study of its business license tax, which recommended fundamental changes in the basis of and rates for the tax levy. That study provided estimates of the tax rates that would be required to



**Table VI.5**  
**Sample Assessments for Parcels in the Cherokee Lane Area**

<b>Lot Size (Sq. Ft.)</b>	<b>Frontage (Linear Ft.)</b>	<b><u>Debt (15 Years)</u></b>		
		<b><u>Cash</u></b>	<b><u>Per Year</u></b>	<b><u>15-Year Total</u></b>
1,000	10	\$494	\$66	\$987
1,000	50	1,628	209	3,135
5,000	50	2,468	329	4,935
5,000	100	3,885	508	7,620
7,500	50	2,993	404	6,060
7,500	100	4,410	583	8,745
10,000	100	4,935	658	9,870
10,000	150	6,353	837	12,555
15,000	150	7,403	987	14,805
15,000	175	8,111	1,077	16,148
25,000	150	9,503	1,287	19,305
25,000	175	10,211	1,377	20,648
75,000	200	21,420	2,966	44,490
100,000	200	26,670	3,716	55,740
150,000	300	40,005	5,574	83,610

Note: Assumes payments per square foot and per linear foot as calculated in Table VI.4.

**Table VI.6**  
**Annual Assessments Required to Cover Maintenance Costs**

	<b><u>Downtown Core</u></b>	<b><u>Rest of Downtown</u></b>	<b><u>Cherokee Lane</u></b>
Annual Cost	\$25,000	\$25,000	\$33,000
Assessment per Sq. Ft. of Lot Area	\$0.05	\$0.01	\$0.02
Assessment per Linear Foot of Frontage			\$2.13



**Table VI.7**  
**Annual Assessments Required to Cover Supporting Programs**

	<b><u>Downtown Core</u></b>	<b><u>Rest of Downtown</u></b>
Annual Cost	\$27,500	\$27,500
Assessment per Sq. Ft. of Lot Area	\$0.06	\$0.01

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**Table VI.8**  
**Sources of Public Sector Funds**

<b><u>Source</u></b>	<b><u>May be Used for:</u></b>		<b><u>Comments</u></b>
	<b><u>Capital</u></b>	<b><u>Operating</u></b>	
General obligation bonds	√		Requires 2/3 vote of the electorate.
Cash surplus	√	√	Not available in Lodi.
State grant(s)	As specified by granting agency	As specified by granting agency	Lodi has \$290,000 for street lighting improvements on Cherokee Lane.
Redevelopment project	√		Requires formation of a project area. Would take more than 5 years to gen- erate significant revenues.
Increases in existing tax rates	√	√	Requires majority vote of City Council.

generate revenues of \$700,000 to \$1,000,000, which were considered more typical yield levels for the 1990s. Paying for the public sector's share of revitalization costs with the business license would confer primary funding responsibility on businesses, which would be expected to pass through their extra costs to their customers to the extent that they can given competitive market conditions.

Lodi does not currently have a utility users tax, and takes advantage of that fact to market the city to businesses considering moving to the city. The general fund does receive some revenues in the form of in-lieu fees from the City-owned electric, water and sewer utilities, but it has no ability to collect revenue based on sales of natural gas, telephone service or cable television service. Using a utility tax to pay the public sector's share of revitalization costs would spread the funding responsibility among all business and residential ratepayers and City utility rates could be reduced accordingly.

Both taxes are controversial, but the business license tax appeared to have greater support in the public workshops for the Downtown revitalization planning process. Therefore, this analysis discusses the characteristics of a business license tax that would have to be adopted to cover the City's share of capital costs and, possibly, the ongoing costs of maintenance and revitalization programs.

### **Amount of Money Required**

Table VI.9 calculates the amount of funding that the City of Lodi would be required to contribute each year to Downtown revitalization. The public sector share of capital improvements costs would amount to \$266,650 per year. If the City were to be responsible for 100 percent of ongoing costs as well, the total annual requirement would be \$404,650.

In 1993, the Old Lodi High Foundation commissioned a study to evaluate its business license tax structure. That study recommended that the City revise the basis for its business license tax, from a levy per employee to a levy based on gross receipts. The study then defined three categories of businesses, based on their operating characteristics, and suggested different levy rates for the three categories. Table VI.10 recapitulates the categories defined in the earlier study.

The business license tax analysis recommended that the levy rate for Category 2 businesses equal twice the rate for Category 1 businesses, and that the levy rate for Category 3 businesses equal three times the rate for Category 1 businesses.

This report adopts the fee structure recommended by the business license analysis. Based on this structure, the levy rates required to fund capital improvements and ongoing costs are summarized in Table VI.11.

The levy rates shown in Table VI.11 would exactly cover the public sector share of capital improvements and the estimated ongoing maintenance and program costs for downtown revitalization, as estimated in 1994 dollars. They would provide no cushion for contingencies, nor increases for inflation, nor funds to pay for other City programs that have been cut back in recent years to enable Lodi to balance its operating budget. In addition, these revenues would flow to the General Fund and could not be earmarked specifically for Downtown. Therefore, it is strongly recommended that any business license tax levy increase consider the potential current and future demands on this revenue source in addition to the amount of funding calculated in Table VI.11, and be sized appropriately to meet those demands.



**Table VI.9**  
**Summary of City Funding Requirements**

	<u>Downtown</u>	<u>Cherokee Lane</u>	<u>Total</u>
<b>Capital Costs</b>			
Total Cost	\$3,050,000	\$1,750,000	\$4,800,000.00
City Share	1,525,000	880,000	2,405,000
Available from Other Sources <sup>1</sup>	0	290,000	290,000
Additional Capital Funds Required	\$1,525,000	\$590,000	\$2,115,000
Per Year <sup>2</sup>	\$192,150	\$74,500	\$266,650
<b>Ongoing Costs</b>			
Maintenance of Cap. Imps.	\$50,000	\$33,000	\$83,000
Supporting Programs			55,000
Total			\$138,000
<b>Total Requirement Per Year</b>			<b>\$404,650</b>

1. Grant from State Department of Transportation for Cherokee Lane street lighting.
2. Amount shown is debt service cost on \$1.750 million for downtown and on \$678,500 for Cherokee Lane. Amounts in excess of "Additional Capital Funds Required" are required to pay for bond issuance. These costs total approximately \$313,500, or 15 percent of the "Additional Capital Funds Required." Assumes interest rate of 7 percent and repayment term of 15 years.

## **Paying for Maintenance and Ongoing Programs: Private Sector or Public Sector?**

The estimated costs of maintaining capital improvements and of carrying out programs to support Downtown revitalization are presented in this chapter in two places: (1) under the assumption that they would be covered by the private sector, through special assessments on property, and (2) under the assumption that they would be covered by the public sector – that is, the City of Lodi – through an increase in the business license. Each approach has advantages and disadvantages.

If the private sector were to pay ongoing revitalization costs, the annual assessments in the areas to be revitalized would be higher than if the private sector were to finance only its portion of the capital costs. This additional burden might cause a hardship for the very businesses that revitalization programs are intended to help. At the same time, the money collected would be earmarked for spending on Downtown/Cherokee Lane maintenance and Downtown programs, and could not be diverted to any other use considered attractive by the City Council.

If the City were to pay for ongoing revitalization costs, then the cost burden would be spread over a broader tax base: all businesses in Lodi rather than only the businesses located Downtown. The money that is collected, however, would be placed in the City's general fund, and could be used for any purposes considered appropriate by the City Council. Downtown would have to compete with other areas, interests, services and programs each year during the budget process to assure that sufficient funds would be allocated to Downtown maintenance and Downtown programs to sustain the revitalization effort.



**Table VI.10**  
**Categories of Businesses, Based on Operating Characteristics**

<u>Category</u>	<u>Types of Businesses</u>
1	Manufacturers Public Utilities Retail Trade Wholesale Trade Administrative Headquarters*
2	Contractors Recreation and Entertainment Rentals of Residential and Nonresidential Properties Services
3	Professions

\* For administrative headquarters only, tax would be based on cost of operations rather than gross receipts.

**Table VI.11**  
**Business License Tax Rates**  
**Required to Fund Downtown Revitalization**

	<u>Rate per \$1,000 of Gross Receipts*</u>		
	<u>Category 1</u>	<u>Category 2</u>	<u>Category 3</u>
Capital Improvements			
Downtown	\$0.05	\$0.11	\$0.16
Cherokee Lane	0.02	0.04	0.06
<i>Total</i>	<i>\$0.07</i>	<i>\$0.15</i>	<i>\$0.22</i>
Ongoing Costs			
Maintenance	\$0.02	\$0.05	\$0.07
Supporting Programs	0.02	0.03	0.05
<i>Total</i>	<i>\$0.04</i>	<i>\$0.08</i>	<i>\$0.12</i>
<i>Total</i>	<i>\$0.11</i>	<i>\$0.22</i>	<i>\$0.34</i>

\* Except administrative headquarters, which would pay based on cost of operations.

## *Chapter VII*

# **NEXT STEPS: HIGH PRIORITY ACTIONS**





## NEXT STEPS: HIGH PRIORITY ACTIONS

The actions listed below should be undertaken as soon as possible to promote near term investment in the Central City's three districts:

1. Adopt the "Concept Development Phase" Central City Revitalization Program and institute needed funding mechanisms for capital improvements, business improvement programs, and ongoing operations and maintenance.
2. Install "Post Office Square" improvements in Downtown and streetscape improvements along Cherokee Lane and School Street to improve the investment environment and express the City's commitment to the revitalization process.
3. Establish incentive programs to stimulate near term investment in the Downtown Core. At a minimum, these should include a business recruitment and relocation program and a design assistance program.
4. Revise land use, parking, signage, and design policies for Downtown and Cherokee Lane to support the goals of the Revitalization Strategy. These policies must focus on concentrating pedestrian-oriented, activity-generating uses in the Downtown Core and improving the appearance of businesses and buildings along Cherokee Lane.





## APPENDICES

- A. Sample Community Workshop Notes
- B. Sample Workshop Survey Forms
- C. Construction Cost Backup Information
- D. Resolutions in Support of Post Office Square





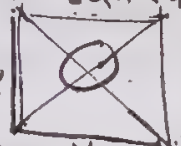
## APPENDIX A. SAMPLE COMMUNITY WORKSHOP NOTES









July 13, 1994  
Workshop #4

# DOWNTOWN LODI


- TOWN SQUARE** OK
- 
- Need means to limit loitering street edges barrier?
  - Copy, yogurt, etc. make sense as close uses.
  - Needs to happen quick.
  - Too much grass...? H2O in fountain needs to look good w/out too.
  - Customer parking?!
    - shift customer/employee.
    - not reduced, i.e. 30 min. pay.
    - pd. by pub./priv. partnership.

- SIGNAGE**
- Very powerful - communicating quality?
  - need a directional signage program, funded for real.
- School Street**
- need to remove turnpikes, ... more/better lighting.
  - bar car traffic? cars are key to a small town, as in U.S.

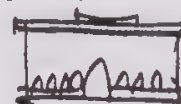


- Microclimate**
- 
- too hot? cold? wet? to be outside? need to make it comfortable.
- Homeless/transients**
- solve... how to get them out? Too big to solve in this process... outnumber is key for now.
  - must work w/policy dept. on enforcement in program!
  - bike police are pros!!
  - have more low income/hotel residents than homeless.
  - Black is worst, others are OK!

- TRAIN STATION** OK
- 
- what is short term effect? - modest.
  - Good plan; but too many trees vs. stores?
  - intracity bus could take off some parking pressure.
- BUSINESS**
- 
- is a catalyst too!
  - merchants have to pull together on goals.
  - 5-5:30 is no good.
  - need a safe env. to stay open.
  - need LBA coordination.
  - Marketing/Improvements are needed... recruit, relocate, upgrade... Facade improvements.
  - need to tune up competitiveness.
  - if DT gets going, Sak. St. will take care of itself.
- ARTS**
- 
- Programs today are great!

**Horses**



- Famous local legend "Lodi"!

- PUBLIC FACILITIES**
- 
- Keep rec. center DT.
- FINANCING**
- 
- \$2.3M total for DT from mixed pot.
  - where specifications? ...
  - lack of plans, a disincentive to some bus. sacrifice is neces. sorry to use pkg. efficiency!
  - in light of budget cuts? ... no... it's look i.e. no... ? who/what gets taxed?
- PARKING**
- 
- need HC pkg. reserved.
  - short term pkg.??
  - stalls too large, too long! rec. 22' for sp. too small!
  - 30 min. may not be OK for older citizens, or longer sales... side streets, lots. 2 hrs.
  - Shuttles might be good for circulation from lots to bus.
  - no meters - OK, don't wanna walk...
  - do need all-day? prob. w/ use.
  - ... and remote employees.
- OK →







# CHEROKEE

# LANE



COMMUNITY WORKSHOP #5 8.2-94

## MEDIAN CONCEPT

- Median would be greatest impact and biggest benefit.

- Take median out of the design (25-30% in vote)

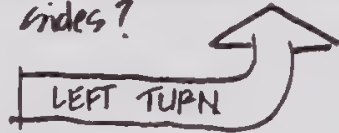
- To eliminate completely would be short sighted

- Concern about turning radius for U-turns at median breaks.

- Like Project a lot more with increased U-turn locations

- Phasing of improvements: what about putting in the sides first?

- What if the funds allocated to the median was shifted to the sides?



- Restricted left-turns will not be a problem for businesses.

- Increase possibilities for U-turns.



GOOD MAINTENANCE

- Maintenance of Improvements should be frequent..... consistent. Should be an improvement over present service.



- Financing - how is this going to affect property owners?

## STREETSCAPE IMPROVEMENTS

### PARKING

- Property owners should decide on type of parking in front of business



- Look into moving fire-hydrants into median to free up parking spaces.



## SIGNAGE

- Relying on individual improvements..... it'll never happen.



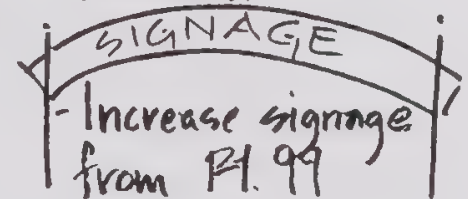
- Landscape Improvement standards should be in place.

- fences
- planters
- signage planting



- Do something! We have to protect our property values.

- Access & Visibility are crucial for business.







## APPENDIX B. SAMPLE WORKSHOP SURVEY FORMS





## COMMENT SHEET

Discussion Group: Revitalizing Downtown

DOWNTOWN STRENGTHS	RATINGS
① Historic AND Attractive Building Stock	2
② Governmental/Civic Locations	3
③ Specialty Locations: Furniture, jewelry, Banks and unique shops	1
④ Downtown <del>Activities</del> Activities	5
⑤ Potential Railroad Station	4

DOWNTOWN WEAKNESSES	RATINGS
① "Perception" Downtown is unsafe: or presence of <del>Bums</del> Bums + Vagrants	<del>2</del> 2
② Ambiance	<del>3</del> 4
③ No Nightlife	<del>3</del> 3
④ Strip Zoning Allowed by City	1
⑤ Poor Lighting	5





# Central City Revitalization Program - Community Workshop #1

## COMMENT SHEET

Discussion Group: Improving Cherokee Lane

CHEROKEE LANE STRENGTHS		RATINGS
3	HIGH CAPACITY - WIDE	1
1	MAJOR BUSINESSES	5
	RESTAURANTS	3
	HIGH OCCUPANCY	
	DEVELOPABLE PROPERTY	4
2	WINDOW TO CITY - GATEWAY	2

CHEROKEE LANE WEAKNESSES		RATINGS
	UNDEVELOPED PARKING	
	LIMITED PARKING	5
2	LIGHTING	2
	NO <sup>UNIFORMITY</sup> CURBS & GUTTERS	
	UNATTRACTIVE	1
	NO PEDESTRIAN ENVIRONMENT	
3	QUALITY OF ROAD	3
	CLUTTERED APPEARANCE	4
	<sup>LACK LANDSCAPING</sup>	
1	POORLY DEVELOPED	





## COMMENT SHEET

Discussion Group: Planning Objectives for the East Side Neighborhood

EAST SIDE NEIGHBORHOOD STRENGTHS	RATINGS
BEAUTIFUL OLD, SOLID AFFORDABLE HOMES	1
1905 CHARM / OLD STREET LIGHTS	3
ETHNIC DIVERSITY	
AFFORDABLE HOUSING	2
Resales of homes would generate tax revenues. As it is now, Buyers will not usually consider an East-side home.	4

EAST SIDE NEIGHBORHOOD WEAKNESSES	RATINGS
LACK OF CODE ENFORCEMENT	1
DETERIORATING BUILDINGS	3
LIMITED PARKING	
APT. BLDGS. IMPACT AREA -	2
RUN-DOWN BUSINESSES & LIQUOR -	5
STORES INTERSPERSED WITH RESIDENTIAL AREAS - DESTROYING neighborhoods, Business doesn't thrive.	4





## APPENDIX C. CONSTRUCTION COST BACKUP INFORMATION





Summary Table (Draft 11/10/94)  
CENTRAL CITY REVITALIZATION PROGRAM  
City of Lodi

Town Square Construction Cost

Item Description (Large Square Option - 22,500 sf +/-)	Estimated Quantity	Units	Unit Cost	Total Cost
Land Acquisition	22,500	sf	\$17.50	\$393,750
Demolition of Parking Area	22,500	ea	\$1.50	\$33,750
Demolition of Wall (Allowance)	1	ea	\$10,000.00	\$10,000
Pedestrian-Scale Lighting	20	ea	\$5,000.00	\$100,000
Trees @ 36" Box Size w/ Irrigation	40	ea	\$800.00	\$32,000
Furnishings (Allowance)	1	ea	\$20,000.00	\$20,000
Paved Pedestrian Surface	22,500	ea	\$7.00	\$157,500
Concrete Walks w/ Special Scoring	10,000	ea	\$4.00	\$40,000
Fountain or Kiosk (Allowance)	1	ea	\$75,000.00	\$75,000
Move Post Office Loading Dock	1	ea	\$250,000.00	\$250,000
Replacement Parking: Land Acquisition	14,000	ea	\$17.50	\$245,000
Replacement Parking: Improvements	20,000	ea	\$5.00	\$100,000
Subtotal				\$1,457,000

School Street Construction Cost

Item Description (School Street 2,750 lf x 2 = 4,675 lf)	Estimated Quantity	Units	Unit Cost	Total Cost
Pedestrian-Scale Street Lighting @ 60' O.C.	78	ea	\$5,000.00	\$390,000
Parking Zone Street Trees @ 30' O.C. (incl. irrig., 36" box tree, curbed tree well, patching, etc.)	155	ea	\$1,400.00	\$217,000
	0	ea	\$0.00	\$0
Misc. Demolition/Patching/Removal of Existing Trees	75	ea	\$300.00	\$22,500
Benches (@ 150' +/-)	32	ea	\$1,500.00	\$48,000
Trash Receptacles (@ 150' +/-)	32	ea	\$1,200.00	\$38,400
Corner Bow-Outs (incl demo turrets/storm drain mods )	20	ea	\$12,500.00	\$250,000
Subtotal				\$965,900





Cherokee Lane Construction Cost

Item Description (Cherokee Lane 13,150 LF X 2 = 26,300 LF)	Estimated Quantity	Units	Unit Cost	Total Cost
Median Demolition	49,500	sf	\$2.25	\$111,375
Median Trees - 24" Oaks or Walnuts @ 40'	124	ea	\$800.00	\$99,200
Median Treatment - Turf, DG, Bollards (allow)	49,500	sf	\$2.50	\$123,750
Existing Median Upgrades	1	ea	\$20,000.00	\$20,000
Street Lighting - Holophane "Esplanade" @ 120'	180	ea	\$6,000.00	\$1,080,000
Frontage Street Trees (not incl.)	0	ea	\$0.00	\$0
	0	ea	\$0.00	\$0
	0	ea	\$0.00	\$0
	0	ea	\$0.00	\$0
		Subtotal		\$1,434,325
		Total		\$3,857,225
		Design Contingency (20%)		\$771,445
		Total Construction Cost		\$4,628,670







RECEIVED  
SEP 14 1994  
FREEDMAN, TUNG & BOTTOMLEY

## TRANSMITTAL LETTER

Date: September 13, 1994

TO: Ms. Anne Burns  
Freedman, Tung & Bottomley  
47 Kearny Street, Suite 500  
San Francisco, CA 94108-5522

JOB: Lodi Revitalization Program - Feasibility Study

We transmit for your:

Information	<u>X</u>
Approval	<u></u>
Files	<u>X</u>
Correction	<u></u>
Return	<u></u>

1 copy of The Post Office Loading Dock Feasibility Cost Study

REMARKS:

Yours very truly,

Patrick W. Collins

Principal

By 





# DOWNTOWN LODI REVITALIZATION PROGRAM FEASIBILITY COST STUDY

## POST OFFICE LOADING DOCK RELOCATION

ITEM NO.	DESCRIPTION	QTY.	UNIT	COST/UNIT	TOTAL
1.0	<u>Existing Loading Dock</u>				
1.1	Remove existing double entry doors at vestibule.	2	PR	\$200	\$400
1.2	Block existing door openings and refinish interiors. Metal stud, sheetrock and stucco exterior.	200	SF	\$30	\$6,000
	NOTE: Vestibules are closed off at the location of existing double entry doors.				
1.3	Remove existing concrete ramp and rails.	180	SF	\$15	\$2,700
1.4	Remove existing wall-mounted guards and free-standing bollards.	1	LS	\$500	\$500
1.5	Patch existing exterior stucco wall and paint entire surface.	1	LS	\$2,800	\$2,800
1.6	Rework area where concrete ramp is removed and infill with conform concrete.	180	SF	\$15	\$2,700
1.7	Slurry coat, stripe and seal asphalt paved area at loading dock.	1,100	SF	\$2	\$2,200
	NOTE: No allowance is included for the relocation of utilities that may be encountered.				
	No allowance is included for work to existing catwalk systems at the existing loading dock location.				
	Existing exterior overhang/canopy remains as is.				
	<b>SUBTOTAL - EXISTING LOADING DOCK</b>				<b>\$17,300</b>





ITEM NO.	DESCRIPTION	QTY.	UNIT	COST/UNIT	TOTAL
2.0	<u>New Loading Dock</u>				
2.1	Remove existing asphalt paving and precast concrete bumpers.	1,000	SF	\$3	\$3,000
2.2	Remove existing overhang complete.	200	SF	\$10	\$2,000
2.3	Remove interior face of wall where existing overhang is removed.	300	SF	\$5	\$1,500
2.4	Penetrate existing exterior stucco wall to create new vestibule area.	400	SF	\$5	\$2,000
2.5	Metal framing reconfiguration and miscellaneous patching to existing exterior walls.	1	LS	\$2,000	\$2,000
2.6	Metal frame, metal deck with sound board floor isolation in new catwalk system to be located in the interior high bay area for observation platform.	200	LF	\$50	\$10,000
2.7	Rework existing roofing and roof drains.	200	SF	\$5	\$1,000
2.8	New canopy similar to existing to conform to existing building appearance.	100	LF	\$550	\$55,000
2.9	New vestibule, framed exterior, with three (3) pairs of double doors.	800	SF	\$20	\$16,000
2.10	Concrete ramp and paving.	1,000	SF	\$10	\$10,000
2.11	Motor operated gate and miscellaneous curb work.	1	LS	\$5,000	\$5,000
2.12	Pavement striping and miscellaneous patching, etc.	1	LS	\$2,000	\$2,000
2.13	Electrical power and lighting.	1	LS	\$7,500	\$7,500
	<b>SUBTOTAL - NEW LOADING DOCK</b>				<b>\$117,000</b>





ITEM NO.	DESCRIPTION	QTY.	UNIT	COST/UNIT	TOTAL
	<u>Summary</u>				
(1)	Existing Loading Dock				\$17,300
(2)	New Loading Dock				\$117,000
	Subtotal				\$134,300
	General Conditions (15%)				\$20,145
	Subtotal				\$154,445
	Overhead Profit & Bonds (20%)				\$30,889
	Subtotal				\$185,334
	Design Contingency (20%)				\$37,066
	<b>TOTAL</b>				<b>\$222,400</b>





## APPENDIX D. RESOLUTIONS IN SUPPORT OF POST OFFICE SQUARE





P.O. Box 1565  
Lodi Ca. 95241



LODI DOWNTOWN BUSINESS ASSOCIATION

JUNE 20, 1994

Mr. Jerry Adkins  
Manager, Facilities Service Office  
850 Cherry Avenue  
San Bruno, Ca 94099

Dear Mr. Adkins:

The city of Lodi is in the midst of a revitalization effort of our downtown district. It is a well know fact that the Post Office is a distinct anchor and it is responsible for a significant percentage of the customer count existing in downtown Lodi.

One of the most inovative and creative suggestions coming out of our three workshops on revitalization is the building of a "Post Office Square" on the corner of School and Oak streets. This would require use of some of the existing spaces in the the Post Office's parking lot.

Business owners and managers of the downtown business district are very much aware of the importance of adequate parking requirements and understand the value of the spaces in your lot. Any changes made to the downtown area will be painful for some businesses but success will not be possible without the support of the Post Office and other businesses focussing on the long term livelihood of our downtown. We request your support of this concept and look forward to meaningful dialogue with you.

Very truly yours.

Ken Cantrell  
President,  
Lodi Downtown Business Assn.







A RESOLUTION OF THE LODI CITY COUNCIL  
IN SUPPORT OF EXPLORING THE FEASIBILITY OF SITING  
A DOWNTOWN PLAZA ON THE SOUTHEAST CORNER OF OAK  
AND SCHOOL STREETS IN DOWNTOWN LODI

=====

WHEREAS, the City of Lodi has embarked on an aggressive Economic Development Program to further stimulate business growth and economic vitality in the City; and

WHEREAS, the citizens of Lodi, business leaders, City officials and staff, have identified Downtown Revitalization as a significant element of the Economic Development Program; and

WHEREAS, Downtown Lodi is in a state of deterioration with a high vacancy rate and fewer citizens visiting Downtown Lodi; and

WHEREAS, through a community workshop series, the Lodi U.S. Postal Office has been overwhelmingly identified as a major draw to Downtown as a destination point; and

WHEREAS, the citizens, business community, City officials and staff, have determined that Downtown Lodi needs a Downtown Plaza located where the Lodi Post Office currently has a parking lot;

NOW, THEREFORE, BE IT RESOLVED, that the City Council requests that the U. S. Postal Service work with the City of Lodi in a cooperative spirit to explore the feasibility of siting a Downtown Plaza on the southeast corner of Oak Street and School Street in Downtown Lodi. It is the City's intention that this project not be a burden on the Post Office in terms of cost or loss of facilities. The City looks forward to an opportunity to work cooperatively with another government agency to improve the quality of life in Lodi.

Dated: June 15, 1994

=====

I hereby certify that Resolution No. 94-77 was passed and adopted by the Lodi City Council in a regular meeting held June 15, 1994 by the following vote:

Ayes: Council Members - Davenport, Mann, Pennino, Snider  
and Sieglock (Mayor)

Noes: Council Members - None

Absent: Council Members - None

  
Jennifer M. Perrin  
City Clerk





CITY COUNCIL

JACK A. SIEGLOCK, Mayor  
STEPHEN J. MANN  
Mayor Pro Tempore  
RAY G. DAVENPORT  
PHILLIP A. PENNINO  
JOHN R. (Randy) SNIDER

# CITY OF LODI

CITY HALL, 221 WEST PINE STREET  
P.O. BOX 3006  
LODI, CALIFORNIA 95241-1910  
(209) 334-5634  
FAX (209) 333-6795



THOMAS A. PETERSON  
City Manager  
JENNIFER M. PERRIN  
City Clerk  
BOB McNATT  
City Attorney

June 27, 1994

Manager - Facilities Service Office  
850 Cherry Avenue  
San Bruno, CA 94099-0300

Dear Mr. Adkins:

RE: Downtown Lodi - Post Office Square

The City of Lodi is engaged in a Downtown revitalization effort that involves local business people, residents, City officials and staff. Our overall goal is to re-establish Downtown as the social and civic heart of our community. We have conducted three community workshops so far, and a theme that has emerged loud and clear is that Downtown's single most valuable asset is our beautiful Post Office. It brings many people to Downtown, some of whom might not otherwise visit the district, and it is a companion to our other Downtown civic buildings, including our Library, Public Safety Building and historic City Hall.

The Post Office is located on School Street, our Downtown's "main street", and we would like to (1) ensure that we preserve it as a vital functional element of Downtown, and (2) feature it as part of an initial "catalyst" revitalization project. Our work to date tells us that one of the best opportunities we have to capture the community's imagination and spark local investment is to build on the importance of the Post Office by converting the existing public parking area along School Street into a new town square. The square would be Downtown's center of gravity. It would focus on the new entrance to the Post Office, and enhance the possibilities for filling some attractive, yet vacant, adjacent buildings with new tenants.

We ask for your support in the City's efforts to explore alternatives for a new "Post Office Square" with Mr. Lambertsen, the local Postmaster. We know that we must accommodate the Post Office's functional operating requirements if it is to remain an important element of our Downtown, and we very much want it to remain so. We believe that these requirements and our





# ACKNOWLEDGEMENTS

## CITY COUNCIL

Jack A. Sieglock, Mayor 1994  
Stephen J. Mann, Mayor Pro Tempore  
Ray G. Davenport  
Phillip A. Pennino  
John R. (Randy) Snider

## PLANNING COMMISSION

Roger Stafford, Chairperson  
Susan Hitchcock, Vice Chairperson  
Harry L. Marzolf  
Johnathan McGladdery  
Michael A. Lapenta  
Craig Rasmussen  
W. John Schmidt

## TASK FORCE

Tony Segale, Chairperson  
Jim Schweickhardt, Vice Chairperson  
John Borelli, Lodi Downtown Business Assoc. Representative  
Dennis Cunningham, Cherokee Lane Representative  
Dale Gillespie, Cherokee Lane Representative  
Bob Johnson, Chamber of Commerce Representative  
Rose Marie Mendonca, Cherokee Lane Representative  
Barbara McWilliams, Lodi Downtown Business Assoc.  
Representative  
Virginia Snyder, East Side Improvement Committee

## CITY STAFF

Thomas A. Peterson, City Manager  
Bob McNatt, City Attorney  
Dixon Flynn, Finance Director  
Jerry L. Glenn, Assistant City Manager

Jim Schroeder, Community Development Director  
Jack Ronsko, Public Works Director  
Ron Williamson, Parks and Recreation Director  
Larry Hansen, Police Chief  
Charlene Lange, Community Center Director  
Janet S. Keeter, Economic Development Coordinator  
Richard Prima, City Engineer  
Barbara Reed, Secretary to the City Manager  
David Morimoto, Senior Planner

## COMMUNITY ORGANIZATION DIRECTORS

Ken Cantrell, President, Lodi Downtown Business  
Association  
Les Dabritz, Executive Director, Lodi Chamber of  
Commerce  
Dick Sanborn, Chairperson, Cherokee Lane Committee  
Virginia Snyder, Chairperson, East Side Improvement  
Committee

## CONSULTANTS

**Freedman Tung & Bottomley**  
*Urban Design and Town Planning*

Michael Freedman	Anne Burns
Terence Bottomley	Anthony Imbiscusco
Gregory Tung	Colette Haroun

**Mundie & Associates**  
*Economics*

Suzanne Lampert

... and all those who participated in the community workshops.





JACK A. SIEGLOCK, Mayor  
STEPHEN J. MANN  
Mayor Pro Tempore  
RAY G. DAVENPORT  
PHILLIP A. PENNINO  
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RE: Downtown Lodi - Post Office Square

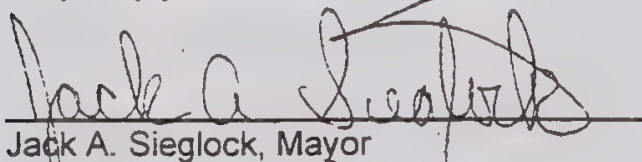
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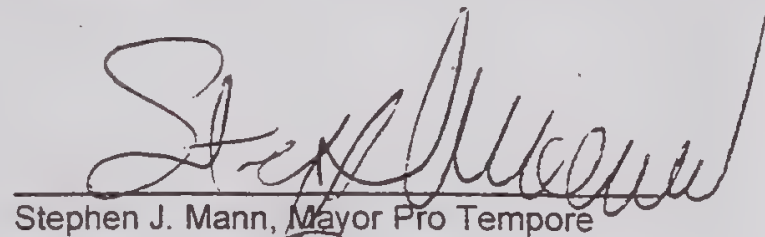
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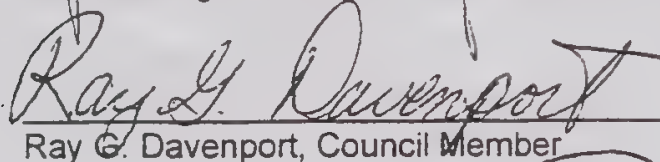
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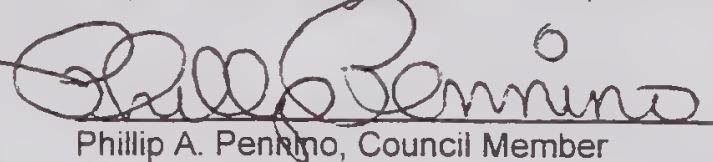
We ask for your support in the City's efforts to explore alternatives for a new "Post Office Square" with Mr. Lambertsen, the local Postmaster. We know that we must accommodate the Post Office's functional operating requirements if it is to remain an important element of our Downtown, and we very much want it to remain so. We believe that these requirements and our community's desires for an attractive Downtown "people place" are not mutually exclusive. Please lend your voice to our Downtown revitalization effort. Thank you for your attention.

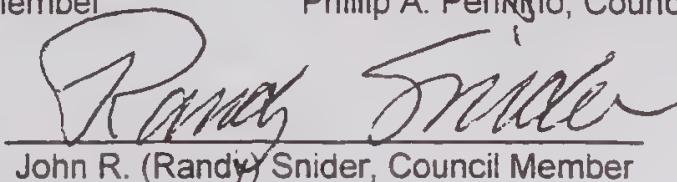
Very truly yours,

  
Jack A. Sieglock, Mayor

  
Stephen J. Mann, Mayor Pro Tempore

  
Ray G. Davenport, Council Member

  
Phillip A. Pennino, Council Member

  
John R. (Randy) Snider, Council Member







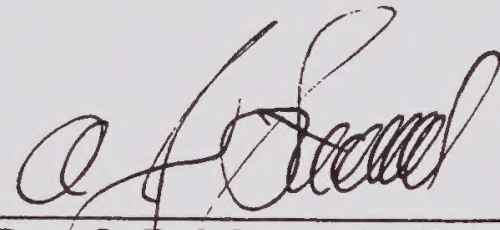
Mr. Jerry Adkins  
June 27, 1994  
Page - 2


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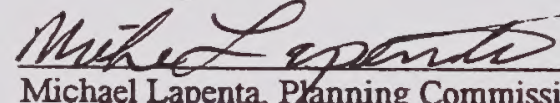
community's desires for an attractive Downtown "people place" are not mutually exclusive. Please lend your voice to our Downtown revitalization effort. Thank you for your attention.


Sincerely,

  
Craig Rasmussen, Planning Commission Chairman

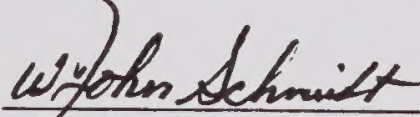
  
Roger Stafford, Commission Vice Chairman

  
Susan Hitchcock, Planning Commissioner

  
Michael Lapenta, Planning Commissioner

  
Harry Marzolf, Planning Commissioner

  
James Griffith, Planning Commissioner

  
John Schmidt, Planning Commissioner





U.C. BERKELEY LIBRARIES



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